



THE STUDY OF THE DETERMINANTS AND THE DIMENSIONS
OF ORGANIZATIONAL COMMITMENT:
A CASE STUDY OF BRINK'S (THAILAND) LIMITED

By

PHATTEERA NUNVONGSA

A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of

Master of Organization Management

Graduate School of Business
Assumption University
Bangkok Thailand

November, 2001

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ABSTRACT

From the three-component dimensions of commitment which integrated from various conceptualizations of organizational commitment, this study is proposed to achieve two main objectives including (1) To examine the level of Organizational Commitment in three different dimensions of the employees of Brink's (Thailand) Ltd. and (2) To determine the relationship between the dimensions of organizational commitment and factors affecting to organizational commitment.

There are four main independent variables to be tested with a dependent variable. The first group is the *Personal Factors* consisting of demographic profiles and personal characteristics. The second group is *Job Factors* consisting of two sub-valuable, which are Job-related profiles and Job characteristics. The third group is *Organization Factors* consisting of five sub-valuable, which are organizational structure, supervision, co-worker, career opportunity and measurement and compensation. The last independent group is *External Factors* consisting of two sub-valuable, which are availability of alternative and other influence factors. These four groups of independent variables are tested with the dependent variable, which is *dimension of organizational commitment* – consisting of affective commitment, continuous commitment and normative commitment.

Two main groups of hypotheses are formed. The first group is conjectured to test the four independent variables and the organizational commitment by using Pearson correlation test. The second group is conjectured to test the difference of organizational commitment among demographic profiles and job-related profiles by applying One-way ANOVA test.

The survey technique focused on structured interview with the help of close-ended questionnaire, which is applied for gathering primary data from the target population. The target population is all 255 employees of Brink's (Thailand) Ltd. Excluding the management level but only 71% or 181 sets of questionnaire were valid and used for the analysis.

This study found out that respondents have quite good personal attitude toward their job and organization. Most of the respondents are willing to put in a great deal of effort to support their organization to be successful but most of respondents are blue

colar workers and their salaries are very low compared with their living cost and their income based on fixed salary plus overtime payment, so many of them are willing to do overtime work to gain more income. Employees think that their job is interesting to keep them away from getting bored with their routine job. The organization also has a good chance to improve the capability of their staff because respondents are willing to accept feedback and will have more encouragement after they get feedback about their job. They also felt satisfied with their boss' leadership style, their colleagues and the overall work situation of this organization. But the respondents did not and give strong answer on external factors to link with the dimension of OC. From the research result, hypotheses testing are accepted the alternative hypotheses (H_a) and rejected the null hypotheses (H_o). From the correlation analysis, the organizational commitment has a significant relationship with all four independent factors. Apart from marital status, the last groups of hypotheses are accepted the significant difference between organizational commitment and level of demographic profile and job-related profiles of employee of Brink's (Thailand) Ltd.

The researcher offers recommendation in two parts. The first part is to clarify and articulate the promotion criteria, rotation of work and job enrichment, provision adequate/appropriate equipments and tools and it may be good if management or HR department uses the theory of Management by walking around (MBWA) to observe employee's problem in all branches. Another part is the alternative for top management according to the objective and Human Resources policy. If the company would like to make employees stay long with the company, the company should create continuance commitment to employees. If the company would like to persuade employees to work upon the company goals, the company should make normative commitment. But to persuade employees' willingness to perform as social actors to give energy to do their job with full effort and loyalty to the organization, the company should build up affective commitment to employees in the organization.

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CHAPTER 1

GENERALITIES OF THE STUDY

Commitment doesn't guarantee success but lack of it guarantees failure.

1.1 Introduction of Study

1.1.1 OC A Key To Business Success

Employees' organization commitment (OC) continues to be one of the most exciting issues for both managers and researchers. Many studies have attempted to explore its effect on work outcomes such as turnover and job performance. Nevertheless, the need for a greater understanding of this organizational phenomenon increases daily, as OC is recognized as the key to "business success" (Benkhoff, 1997a).

Organization commitment (OC) is originally defined as "a willingness to exert high levels of effort on behalf of the organization" (Luthans, 1973). Organizations need employees to be "good citizens" who do more than what is prescribed in job descriptions. Staying late to deal with a crisis, assisting an overloaded colleague, and listening to a distressed employee all contribute to a successful organization. Employees must care about the company and each other. Organizations require the full involvement from all employees. To improve product and service, people must work to generate new ideas, even though any payoff in terms of recognition or rewards may be in the future.

OC is more crucial in the era of globalization and information economy where change becomes a norm of business (Skilling 1996) and "the workplace is enveloped by the fear of downsizing, loss of job security, overwhelming change in technology and the stress of having to do more with less" (ADL Associates, 1998, p. 6). OC and

motivation and initiative of the employees are also the preconditions to the success of a “learning organization” (Nijhof, Jong & Beukhof 1998).

OC becomes an extremely challenging issue in Thailand since the economic crisis started in 1997. When “restructuring” or “reengineering” of an ill performed firm inevitably brings with “downsizing” or “closing down”, when new comers in the business compete aggressively for a quality workforce with more attractive compensation package, could OC possibly exist? What are the factors may help to nurture OC for companies in Thailand?

1.1.2 The Case of Brink's (Thailand) Ltd

Starting with the world's first armored truck in 1923 in Chicago, Brink's has been the leader in the security transportation business. Brink's (Thailand) Ltd. was set up in 1986 as a joint venture between Brink's Corporation in U.S.A. and Transpo International Co., Ltd. in Thailand.

As a part of the Brink's Global Services Network in more than 54 countries, Brink's (Thailand) Ltd. provides international secured transport via airfreight service for valuable commodities, such as gold bars, gold jewelry, banknote, credit cards, securities, and financial papers etc.

The management office of Brink's (Thailand) Ltd. is located on the 47th floor in the Jewelry Trade Center Building. The operation office is located in Silom Soi 19, which is next to Jewelry Trade Center Building. There are other 2 branches in Bangkok Airport and Gemopolis (Free Trade Zone for Jewelry Business) at Bangna Road.

Two hundred sixty employees (including managers) working in 8 different main departments can be divided into 2 main groups: office and operation. The 60 employees in the office group work at 47th floor in the Jewelry Trade Center Building in Sales/Marketing Team, Import/Export Global Services Department, Accounting Department, Human Resource Department and Administration Department. The remaining 200 employees in the operation group work in Operation Department, Import/Export Department (Airport and Gemopolis branches), Cash Logistic Department, Security Department.

Since the last quarter of 1999, Brink's (Thailand) Ltd. has developed various domestic businesses to serve the local diamond & jewelry, finance, banking and many big companies in cash logistic industries as follows:

- Cash Logistics Business Services including Cash-in-Transit, Currency Processing, Cash Inventory Management and ATM
- Bonded Facility to manage IGS Bonded warehouse for gems and jewelry business in Thailand.

As a result of expansion in domestic business and development of international business, changes occur in both technology base and organizational structure:

- Brink's Information Technology System (BITS) is to be implemented to support global database for BITS.
- Customs Electronic Data Interchange (EDI) system started.
- New departments established (including Security, Human Resources, Cash Room, ATM Service, and Logistic Department).
- Internal Security Auditor set up
- Operation Department expanded

1.2 Statement of Problem

The technology and advancement of the fast pace of organizational changes should be supported by the changes in employees' attitude. However in most cases in this company changes happen with little support from employee. This is evident by the fact where Departments of Brink's (Thailand) Ltd. Experienced rapid growth in size, fast employee turnover, affecting productivity and uncertainties in company performance. Therefore the objective of this study is.

1.3 Research Objectives

This thesis was designed to:

- Measured the determinants and the dimensions of OC of the employees of Brink's (Thailand) Ltd.

- Studied the relationship between the dimensions of OC and personal, job, organizational, and external factors.

1.3.1 Research Questions:

Question 1 What are the demographic profiles and job-related factors of respondents in terms of

- Age
- Gender
- Education Attainment
- Marital Status
- Job Tenure

Question 2 What are the perceptions of respondents for personal factors affecting OC in term of

- Demographic Profile
- Personal Characteristics

Question 3 What are the perceptions of respondents for job factors affecting OC in term of

- Job relate profile
- Job Characteristics

Question 4 What are the perceptions of respondents for organizational factors affecting OC in term of

- Organizational Structure
- Supervision
- Co-worker
- Career Opportunity
- Measurement/ Compensation

Question 5 What are the perceptions of respondents for external factors affecting OC in term of

- Availability of Alternative
- Other influences

Question 6 What are the perceptions of respondents for the dimensions of OC in term of

- Affective Commitment
- Normative Commitment
- Continuance Commitment

Question 7 Is there a difference among group of demographic profile & job related profile to dimensions of OC

Question 8 Is there a significant relationship between personal factors to dimensions of OC

Question 9 Is there a significant relationship between job factors to dimensions of OC

Question 10 Is there a significant relationship between organization factors to dimensions of OC

Question 11 Is there a significant relationship between external factors to dimensions of OC

1.4 Scope of the Research

- **Scope of Contents:** The study measured the level of OC in terms of affective commitment, continuance commitment and normative commitment. The level of OC was related to the personal factor, job related factor, organizational factor and external factor.

- **Scope of Respondents:** The respondents of the survey were 255 employees of Brink's (Thailand) Ltd: 55 employees in the office group and 200 employees in the operation group. Out of the total 262 employees of Brink's (Thailand) Ltd, only 7 top executives were excluded in the study as the research intends to focus only on middle level management, supervisor and staff.
- **Scope of Area and Timeframe:** The area in focus was in Brink's (Thailand) Ltd. head office and its branches. The research was conducted between June and July 2001.

1.5 Limitations of the Research

- The thesis the case of Brink's (Thailand) Ltd, the findings might not generalize to other companies without qualification.
- Openness and willingness of respondents to give candid feedback on the organization may be done with reservation for reasons of culture and security. However effects were made by the researcher to convince respondent on the confidentiality of their responses.

1.6 Significance of the Research

The expected benefits of this research include:

- Provide guidance for the human resource management and organization development of Brink's (Thailand) Ltd, in terms of the level of OC and the factors that might be favorable for the improvement of OC.
- Contribute to the literature as a case study of OC in a joint venture in Thailand, where the established OC measurement instruments are applied and the hypothesis on the OC and its contributing factors are tested.

1.7 Definitions of terms

- *Attitudinal Perspective* is defined as a viewpoint of researcher on the characteristic of OC from employee's emotional to the organization.
- *Affective Commitment* is defined as a strong belief in and acceptance of the organization's goal and values. This type of commitment is base on an emotional bond.
- *Attitude* is defined as way of thinking or behaving.
- *Behavioral Perspective* is defined as a viewpoint of researeher on the characteristic of OC from the behavior of employee to the organization.
- *Co-worker* is defined as people who cooperate or share information, provide advice and assistance with a sense of teamwork.
- *Compliance Commitment* is defined as the individual adopts specific patterns of behavior and attitudes in return for specific rewards and to avoid costs associated with quitting/withdrawal from the organization.
- *Continuance Commitment* is defined as a definite desire to maintain organizational membership. It is because employee perceiving few alternatives or options or due to a feeling that the sacrifices involved in leaving would outweigh the benefits.
- *External Factors* is defined as factors outside the organization such as availability of alternatives or opportunity for other jobs
- *Identification Commitment* is defined as where attitudes and behaviors are adopted in order to gain association with a valued third party.
- *Intrinsic* is defined as an internally generated drives to activity.
- *Job Factor* is defined as the content of job that makes employee feel satisfy including the challenge or interesting of that job. Work that give employee an autonomy or freedom to do or give them an opportunity to use their skills or ability in doing it.
- *Job Satisfaction* is defined as an affective reaction to a job that results from the employee's comparison of actual outcomes with those that are desired (Cranny, Smith and Stone, 1992).
- *Job Security* is defined as the objective sign of the likelihood or non-likelihood of continuous employment such as company stability

- *Motivation* is defined as the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need.
- *Multidimensional Perspective* is defined as the most recent approach to conceptualising OC. It assumes that OC developed through the interplay of three components; emotional attachment, perceived cost and moral obligation.
- *Normative Commitment* is defined as the totality of internalized normative pressures to act in a way that meets organizational goals and interests and suggests that individuals exhibit behaviors solely because they believe this is the right and moral way in which to behave.
- *Organizational Change* is defined as the fundamental shifts of the nature of organization and the self-concept of individual.
- *Organizational Commitment* is defined as a willingness to exert high levels of effort on behalf of the organization (Luthans, 1973).
- *Organization Factors* is defined as the nature of job itself, the fairness of measurement and compensation program, support from the participative leadership style, organizational structure support.
- *Perception* is defined as how people make sense of all the information they receive from the world via their senses. (Roth and Bruce, 1995)
- *Personal factors* is defined as the amount of potential attachment that employee brings to their work including the compatible work with their competencies, the well equity in their individual-family, and the employee's job expectation
- *Psychological Attachment* is defined as the degree to which the individual internalizes or adopts characteristics or perspectives of the organization (O'Reilly and Chatman, 1986, p. 493).
- *Side bets* is defined as theory that introduces the concept of continuance commitment (Becker, 1960).
- *Supervision* is defined as the supervision of leadership in supporting their subordinates on both technical and behavioral aspects: treating employee fairly, offering praise for good performance, listening to employees' opinion, providing advice and assistance and encouraging participation in decision making.

CHAPTER 2

REVIEW OF LITERATURE

After the definition of OC, this chapter reviews the literature on the measurement of OC level and factors affecting OC.

2.1 What is Organizational Commitment?

“Organizational commitment is defined as the relative strength of an individual’s identification with and involvement in a particular organization.” (Mowday, 1979, p. 27).

About 43 years ago, Lawrence’s (1958) study provoked the necessity and rationale for research in this area when he asserted “Ideally, we would want one sentiment to be dominant in all employees from top to bottom, namely a complete loyalty to the organizational purpose.” (Lawrence, as cited in Randall, 1987) Today, the issue is even more important than it was four decades ago. Given this, Dubois and Associates (1997) have argued that the level of OC is the driving force behind an organization’s performance. In their words “...our research suggests that at least 80 per cent of an organization’s employees at all levels must be committed to it, for it to succeed in its total quality, re-engineering or work reorganization efforts” (Dubois and Associates, 1997, p.1).

“The concept of OC has grown in popularity in the literature of industrial/organizational psychology and organization behavior” (Mathieu & Zajac, 1990). Of all the forms of commitment it is OC which “is currently enjoying widespread popularity” (Griffin & Bateman, 1986, p.166). This interest is apparent in the numerous studies of its nature, antecedents, consequences, correlates and outcome. These popular concepts for researchers have not decreased; on the contrary, it is increasing. A primary reason for such attention is that OC is perceived as an attitude which can predict turnover better than other work attitudes, especially job satisfaction (Williams & Hazer, 1986). Moreover, it has been argued that organizations whose

members have higher levels of commitment will show higher performance and productivity, and lower levels of absenteeism and tardiness (Bateman & Strasser, 1984; Morris & Sherman, 1981). Being committed to an organization is not only a matter of “yes or no” or even “how much”. It’s concerned with respect you “what kind” of commitment and the degree to which people are involved with their organizations and are interested in remaining within them, which is completely unrelated to the concept of job satisfaction. For example, nurses may really like the kind of work they do but dislike the hospital, in which they work, lead some to seek similar jobs elsewhere.

2.2 Perspectives of Organizational Commitment

OC can be viewed in various points of view by different authors, but the core concepts can be generate in to 4 main perspectives as per the follow details:

2.2.1 The Attitudinal Perspective:

This is the most famous perspective for conceptualizing OC, which was initiated by Mowday, Steers, Porter and Boulian (1974).

As said above, attitudinal commitment is the most studied and reviewed form of OC. When viewed as an attitude, OC is defined in the present context in terms of the strength of an individual’s identification with an involvement in a particular organization, which is characterized by:

- (a) A strong belief in and acceptance of the organization’s goals and values;
- (b) A willingness to exert considerable effort on behalf of the organization;
- and
- (c) A strong desire to maintain membership in the organization”

Thus, OC is more than a passive loyalty to an organization. It involves an active affiliation ---i.e., employees are willing to give of themselves for the accomplishment of organizational goals (Mowday, Steers, Porter, and Boulian, 1974). Mowday *et al.* (1982) contend that it can be understood as a mind set in which people consider the extent to which their own goals are congruent to those of an organization.

2.2.2 The Behavioral Perspective:

The second group of researchers views commitment from a behavior perspective consisted of Becker (1960); Hrebiniak & Alutto (1972); and Hunt (1985). This perspective was developed from the work of Becker *et al.* (1960) who proposed that workers make choices or “side bets” on whether to remain part of an organization. It emphasizes the view those employee investments (e.g. time, friendships, and pension) in the organization bind him or her to be loyal to their organization. In the behavioral perspective, individuals are viewed as becoming commitment to a particular course of action. It relates to the process by which people become locked into an organization and how they deal with it. Kanter defined OC from this point of view as “profit associate with continued participation and a “cost” associate with leaving” (Kanter, 1968, p. 504)

A definition issued by Kinlaw was slightly different from others. He compared the term OC with motivation that was not something that we could observe directly. He had mentioned about two kinds of behaviors that employee commitment.

1. Committed employees appear to be very single-minded or focused in doing their work.
2. The characteristics that we associate with committed employees are their willingness to make personal sacrifices to reach their team's or organization's goals (Kinlaw, 1989)

So it can be said that behavioral perspective is the likelihood of staying and likelihood of quitting organization.

2.2.3 The Normative Perspective:

The concept of normative commitment originally developed in the works of Wiener and Vardi (1980) and Wiener (1982) suggested that this perspective is the congruency between employee goals and values and organizational aims make employees feel obligated to their organization. According to this conceptual background it was defined as “...the totality of internalized normative pressures to act

in a way which meets organizational goals and interests and suggest that individual exhibit behaviors solely because they believe this is the right and moral way in which to behave” (Wiener, 1982, p. 421). Thus, normative commitment is one of obligation

2.2.4 The Multi-dimensional Perspective:

This is the most recent perspective to conceptualizing OC. It assumes that OC does not develop simply through emotional attachment, perceived costs or moral obligation, but through the interplay of all these three components. Some valuable studies have contributed to the birth of this new conceptualization.

Kelman (1958) put forward the basic principles underlying this perspective in his study entitled: “Compliance, Identification, and Internalization: Three processes of additional change”. Meyer and Allen (1984) started adopted Becker’s (1960) side-bet theory to introduce the concept of continuance commitment alongside the concept of affective commitment that was dominating commitment studies. In 1990, Allen and Mayer expanded their set of OC dimensions offered in 1984 to included normative commitment as a third dimension of OC. They contended that “the net sum of these separable psychological state [affective attachment, perceived cost and obligation]” (Allen and Mayer, 1990, p. 4). Since that time the multidimensional perspective has been gaining support year after year. Many researcher [e.g. Allen et al., 1996; Benkhoff, 1997; Brown, 1996; Jaros, 1997] suggest that it could bring an end to the disappointing and inconsistent results often reported of OC research (Suliman and Iles, 2000, p. 408).

2.3 Dimensions of Organizational Commitment

Earlier studies of commitment focus on the effect of commitment on employee-turnover (e.g. Mowday *et al.*, 1982). However, in the words of Allen and Mayer (1990), “...what employee do in the job is as important, or more important, than whether they remain. According to Allen and Mayer’s theory their three distinct forms of OC is refers to people’s attitudes toward the organizations in which they

work. Being committed to an organization is not only a matter of “yes or no” or even “how much.” It’s concerned with respect you “what kind” of commitment and the degree to which people are involved with their organizations and are interested in remaining within them, which is completely unrelated to the concept of job satisfaction. For example, nurses may really like the kind of work they do but dislike the hospital, in which they work, lead some to seek similar jobs elsewhere.

According to the previous perspectives. There were many authors and researchers namely dimensions both similarly and differently in both one dimension and multidimension to present OC, but after carefully reading the researcher found out that many theorists described the dimensions of OC into 4 main categories as there are described below and shown in Table 2.1. Name of dimensions will base on the theory of Allen and Mayer (1990) because it will be use as main concept for this study. The dimension that does not have in their theory the researcher will use the name from theory of Porter, Steers, Mowday & Boulian (1974) because these both OC theories are taken for granted.

These complexities illustrate the importance of three types of commitment:

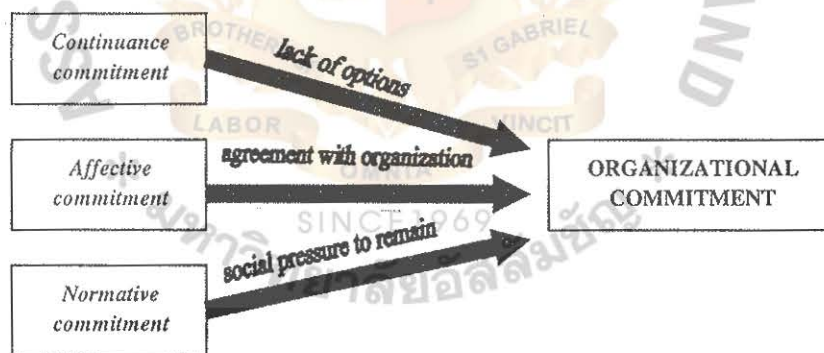


Figure 2.1

The three Dimensions of Organizational Commitment.

(Source: The distinguish between the three different of organizational commitment, by Allen, N. J. and Meyer, J.P., “Managing Behavior in Organizations Science in Service to Practice”, 1996, pp. 104)

2.3.1 Affective Commitment

In the multidimensional approach of Allen and Mayer (1990), which is now the most recent approach to conceptualizing OC. They said, "...what employee do in the job is as important, or more important, than whether they remain." Three distinct forms of OC were referring to people's attitudes toward the organizations in which they work. These complexities illustrate the importance of three types of commitment namely Affective Commitment, Continuance Commitment and Normative Commitment. Affective Commitment was defined as the strength of people's desires to continue working for an organization because they agree with its underlying goals and values. People feeling high degree of affective commitment desire to remain in their organizations because they endorse what the organization stands for and are willing to help it in its mission.

There were many other authors gave definition of OC in the same level with the same name of Affective Commitment and similar meaning such as in the study of (Iles, Mabey and Robertson (1990) on OC. They argued those different relationships to organizational behavior, and that research has consistently demonstrated that affective, continuance and normative commitments are conceptually and empirically distinct. Iles *et al.* (1996) argued "...Commitment itself is an more complex than it first appears" (Iles *et al.*, 1996, p. 19). Jaros, Jermier, Koehler and Sincich (1993) performed a principal axes factor analysis of 21 measures of commitment and extracted three factors – affective, moral and continuance commitment. Jaros *et al.* (1993) also defined affective commitment as commitment based on an emotional bond not because norms or social effect. Their structure identified in the factor analysis provides strong statistical support for the notion of their three distinct types of commitment. (Jaros *et al* (1993) found that commitment affects turnover only indirectly, through withdrawal intentions.) There were two further studies into commitment and performance is of particular relevance to the present research on the effects of change on commitment in the retail banking industry. (Iversen (1996) found out that "affective commitment", in the meaning of commitment base on the adoption of the values, attitudes and beliefs of the organization – essentially internalized commitment has a statistically significant net impact on service accomplishment ("the perception of the employee that the service encounter was successful in creating value

for the parties to the service encounter” Iversen et al., 1996, p. 40). In additional, it was also found to have a statistically significant impact on employee acceptance of change. Benkoff (1997) conclude that commitment is significantly related to the financial success of bank branches.

The researcher had found that many authors had slightly different concept of OC. Only some had stated slightly similar ideas about OC dimensions in many different names by many perspectives. Featured in the works of Buchanan (1974) and extended by Porter *et al.* (1974) and Mowday *et al.* (1982), they focus of the effect of commitment on employee turnover. They mention the attitudinal commitment was defined as the relative strength of an individual’s identifications with and involvement in a particular organization” (Porter *et al.*, 1974, p. 604). It is characterized by three components namely identification, involvement and loyalty. They defined Loyalty as an affection for, and attachment to the organization; a sense of belongingness manifested as a wish to stay. It can be described a willingness to exert considerable effort on behalf of the organization, or to “go the extra mile” (Guest, 1995, p. 113) for the good of the company without the aspiration feeling for oneself.

In this category, people who are committed truly want the vision of their organization and will make that vision happen. They will bring an energy, passion, and excitement that cannot be generated if they are in others categories. Some use the term “being source” to describe the unique energy that committed people brings toward creating a vision (Senge, 1990).

2.3.2 Identification

According to many studied of Porter et al (1974) namely this level of commitment as Identification, which defined as a pride in the organization and the internalization of it goals and values or an understanding and strong belief in and acceptance of the organization’s goals and values. Wiener (1982) also refers to identification as the acceptance of organizational expectations and values by the individual, which in turn guide employee behavior. Hence, this level of commitment is based on the strength of an individual’s personal obligations.

In another hand, according to the earliest, Kelman (1958) put forward the basic principles underlying multidimensional approach in his study entitled: "Three processes of attitudinal change: compliance, identification and internalization". It is interesting that Kelman's theory did not defined "identification" in the same meaning as Porter et al. (1974) and Wiener (1982) theories. Kelman (1958) described the meaning of internalization as individuals adopt specific behaviors and attitudes because their content is congruent with the individuals' value systems. But he defined "identification" in the same meaning as "Involvement" in Porter's theory (1974) and "Normative commitment" in the theory of Allen and Meyer (1990) as it will be described in further dimension. It was used the same name 'internalization' with O'Reilly and Chatman (1986) develop Kelman's theme and identify psychological attachment (the psychological bond linking the individual and the organization) as a central theme in all the various approaches to commitment. One of three bases for an individual's psychological attachment to an organization "Internalization" under O'Reilly and Chatman theory was mention as an involvement predicated on congruence between individual and organizational values (O'Reilly and Chatman, 1986, p. 493).

Etzioni (1961) name differently in his studied, which presented that OC also, takes three forms, each representing an individual response to organizational power. His three forms were namely as follows: moral involvement, calculative involvement and alienative involvement. As conceptualized by Etzioni *et al.* (1961), each dimension of commitment represents a possible description and explanation of the nature and form of a employees' attachment to an organization. Moral involvement is the dimension that can put in this level. It was defined as an intensely positive affective response based on internalization of organizational goals and values. In Penley and Gould (1988) agreement with Etzioni, suggest that commitment or intent to remain with an organization is multidimensional and that one's attachment to an organization exists in affective and instrumental form can be morally commitment, which was defined in a highly affective positive. And should think of moral commitment anchor one end.

Reichers' (1985) study provided some insights into the development of OC. At the early career stage, OC exists in the form of psychological attachment. It is generally believed in this study that individuals highly committed to an organization's

goals and willing to devote a great deal of energy towards those ends would be inclined to remain with the organization in an effort to assist in the realization of such highly valued objectives. In Reichers' theory, offered three different OCs definitions, based on side-bets, attributions and individual/organizational goal congruence. Individual/organization goal congruence is the one that suits with this level of commitment. She argued that researchers must ignore the global view of OC and focus on specific commitments to various entities within organization.

Finally, in the research of Jaros *et al.* (1993), they named this level as "Moral commitment", which was defined as feeling of employee based on internalization of norms and identification with organizational authority; the degree to which an individual is psychologically attached to an employing organization through the internalization of its goals, values and mission.

2.3.3 Normative Commitment:

In many theories such as Allen and Mayer (1990); Wiener *et al.* (1982); and Iles *et al.* (1990) did mention one name calls "Normative commitment" that also be grouped in this same dimension. It were defined as the employee's feelings of obligation to stay with the organization because of social pressures from others against leaving. People who have high degrees of normative commitment are greatly concerned about what others would think of them for leaving. They would be reluctant to disappoint their employers and concerned that their fellow employees may think poorly of them if resigning. Thus, individuals think that they ought to remain with an organization and, therefore, they remain by virtue of their belief that it is morally right to do so. It also defined as, "... the totality of internalised normative pressures to act in a way that meets organisational goals and interests and suggests that individuals exhibit behaviours solely because they believe this is the right and moral way in which to behave" (Wiener, 1982, p. 421). Thus, normative commitment is one of obligation. Normative commitment is presented within a motivational framework as an extension of the largely accepted identification approach to viewing commitment which has been shown to underpin the attitudinal commitment model.

In other theories that described idea of OC in this same meaning are Kelman (1958); O'Reilly and Chatman (1986) under the different name of "Identification". It was defined as where attitudes and behaviors are adopted in order to gain association with a valued third party or an involvement based on a desire for affiliation. Porter *et al.* (1974) identified the name "Involvement" as a psychological absorption in the actives of one's role for the good of the employing organization, which can be grouped in this level. One of the three dimensions of Reichers (1985) research name "Attributions" can be also grouped in this level.

This dimension was supported by to the paper of Baruch (1998), which indicated the limitations of the Organizational Commitment Questionnaire (OCQ) and current conceptualizations of "commitment", in the new era of downsizing and flexibility. It argued that people may tick yes, they will put in a lot of effort to help the organization be successful – but this may be so that they keep the job, not due to attachment to the organization *per se*.

2.3.4 Continuance Commitment:

Allen and Mayer (1990); Iles et al. (1990); and Jaros (1993) were defined this level of OC under the name of "Continuance commitment". It was defined as where the employee feels compelled to commit to the organization because the monetary, social, psychological and other costs associated with leaving are high. The longer people remain in their organization, the more they stand to lose what they have invested in the organization over the years (e.g., retirement plans, cost friendships). Many people are committed to staying on their jobs simply because they are unwilling to risk losing these things. It is a sense of employees' perceiving due to a feeling that the sacrifices involved in leaving would outweigh the benefits.

This dimension was firstly described by Kelman (1958) named "Compliance" and defined as the individual adopts specific patterns of behavior and attitudes in return for specific rewards and to avoid costs associated with quitting/withdrawal from the organization. O'Reilly and Mayer also defined their compliance state as an instrumental involvement for specific, extrinsic rewards.

There was a theory, which developed by Becker (1960) named "Side-bets Theory" can be grouped into this category. Becker (1960) argues that when individuals are offered better alternatives with other organizations which they choose to decline, it may be that this is as a result of sets of rewards or "side bets" (p. 32) associated with their present job, which make it difficult for them to move. Thus, the individual's decision to remain with their current employing institution is secured by binding mechanisms. Kanter (1968) demonstrates support for the side bet theory, concluding that some types of investments "... help explain why it is that members of some groups are highly committed while others are not..." (Kanter, 1968, p. 516). Reichers (1985) also support side bets theory and included it into her three OC definitions. According to the three forms of OC by Etzioni (1961), Calculative involvement was also be able to grouped in this level. It's defined as a slightly less intense form of attachment based primarily on the individual's response to the exchange relationship between the individual and the organization.

In another hand Sraw and Salancik (1977) described the name of "Behavioral commitment", as a result of an individual's past actions which are ultimately binding. It occurs, "...when an individual has identified himself with a particular behavior. Behavioral commitment is the likelihood of staying and the likelihood of quitting. The individual is bonded to the organization through extraneous interests (e.g. pension, seniority, and increment of pay) rather than a favorable feeling towards the organization. Commitment is seen as a behavior resulting from perceived constraints on an individual's ability to leave the organization, i.e. the state of the labour market and the opportunity of finding a better job elsewhere. It incorporates the notion of cognitive dissonance (Festinger, 1957), which suggests that the behavior of the individual causes the development of congruent attitudes. Individuals pursue a reinforcing cycle of congruency as they strive to create consistency in their organizational live.

The research by Shore *et al.* (1995) has shown that those people who are perceived in this Continuance commitment may have no other options of employment. So the kind of commitment is significant when talking of commitment as an organizationally desirable attribute in managers, but pervious research has not unpacked what "commitment" means to managers themselves.

OC Characteristic	Kelman (1958)	Becker (1960)	Etzioni (1961)	Porter, Steers, Mowday & Boulian (1974)	Staw & Salancik (1977)	Wiener (1982)	Reichers (1985)	O'Reilly & Chatman (1986)	Rohrer (1989)	Allen & Mayer (1990)	Iles, Mabey & Robertson (1990)	Jaros (1993)	No. of Frequency
Affection, attach to Org., Sense of belongingness manifested as a wish to stay				Loyalty					Effort commitment	Affective commitment	Affective commitment	Affective commitment	5
Involvement predicated on congruence between individual and organizational values	Internalization		Moral Involvement	Identification		Identification	Individual/ Organization Goal Congruance	Internalization				Moral commitment	7
The feeling of obligation to stay with the organization because of pressures from others. Social	Identification			Involvement		Normative commitment	Attributions	Identification		Normative commitment	Normative commitment		7
Investments of individual with Org. & costs of leaving & available of alternative job.	Compliance	Side bets	Calculative Involvement		Behavioral Commitment		Side bets	Compliance	Continuance commitment	Continuance commitment	Continuance commitment	Continuance commitment	10

Table 2.1 The Dimensions of Organizational Commitment

2.4 Factors Affecting Organizational Commitment

From many researches that related to OC the researcher could find many of them described many factors that engorge OC. The researcher would like to conclude in to 4 main factors, which effect to the dimension of OC as follow:

2.4.1 Personal Factors

Firstly, the researcher revealed about the primary factor, which are “Personal Factors”.

From the research of Mowday, Porter and Steers, 1982 they mentioned that this factor was the amount of potential attachment an employee bought to work on the first day or the employee’s initial level of commitment, which included deriving from initial job expression, psychological contract. In explanation Individuals who were highly committed to an organization on their first day were likely to stay with the organization and were also likely to be willing to take on additional responsibilities and contributed more to the organization. This early commitment process might become a self-reinforcing cycle. In addition, if individuals, who were early in their tenure with an organization, put more extra effort, then they might justify that extra effort by being more committed to the organization. In their studies that focus on OC, however, a small negative correlation is found between level of education and commitment (Mowday *et al.*, 1982).

The theory of Baron and Greenberg (1990) explained about the awareness of positive and negative feelings of employee toward one’s job or in other word called “work-related attitudes” and their entire organization. The study further revealed that “Organization commitment” reflected the extent to which an individual identified with and involved with his or her organization. Specifically, a high degrees of organization’s goals and values. Secondly, the willingness to exert effort on its behalf and lastly, a strong desired to remain within the organization. They also studied on the factors affection OC of employees. Thirdly, organization commitment was also affected by “several personal characteristics”. The older employees, those with tenure

or seniority, and those who were satisfied with their own level of work performance tended to report higher levels of OC than others do. In addition, they also justified the differentiation between sexual toward OC. In the recent findings, they indicated that such difference in overall OC probably did not exist, and that the two sexes actually showed roughly equal levels of commitment to their organizations.

According to the theory of Kinlaw (1989) there are 4 factors that support OC. There were two factors mentions on the name of personal factors, but one of them was related to the job factor so the researcher would like to mentioned in the next factor. It was called "Employee competencies that allow success" which meant that people would develop commitment, they must make sure that employees had the ability and willingness to be successful in their jobs. There were two elements that managers must address in building employee competence. They must start with be ensure that their employees ad the knowledge, skills, and experience to perform their tasks, and secondly, they must ensure that their employees had the confidence to perform their tasks. Developing competence also was the fundamental to build commitment. Managers could coach employees to increase their knowledge, skills and experience through training, which referred to such as in-the-job training or cross-training etc.

In the theory of Mendes, he had separated the factor affected to OC into two factors, which were organizational couture, and personal factor. "Personal Factors" it mentioned about those goals and values that were distinctly individual and impact on quality of life both within and out side the work setting. Many people as measured of integrity saw the quality and strength of personal commitments. Following through on behaviors that were important to physical and psychological well being demonstrated health self-respect. The same as promises we made to others, which would become a commitment to others. Organization should support and facilitate employee commitment by enhancing individual and family well being because they were no longer as willing to sacrifice their personal lives on the alter of a company's business objectives. It was an interesting that, according to several studied, between half and two-thirds of workers (both men and women) would work for less money in order to have more personal and family time. The authors revealed further about personal commitment to core values, which required such as relationship, work identity, and mental health, and sense of meaning and purpose in their life style, work flexibility.

On the other hand, Nijhof, Jong and Beukhof (1998) mentioned that personal characteristics do not appear to play a large role in determining commitment. Their studied of personal characteristics are mostly concentrated only on age and level of education. It is suggested that younger employees are more committed than older employees, because they are highly motivated to start a career and able to cope with changes, whereas older employees are less committed because they are often disappointed. On the other hand, older employees, who have worked many years for the organization, do have a strong attachment to the organization. Their theory also mention that higher educated employees have a higher task commitment, while a higher level of education opens more possibilities to do the work that one likes.

Numerous studies have suggested that employees' job attitudes and commitment can affects their performance (Cammann, 1983; Oldham and Hackman, 1981). For personal factors, they include age, tenure, gender and educational level (Fink, 1992). But in this study the researcher would like to separate job tenure into variable of job factors..

2.4.1.1 Age

While much research has been focused on the outcomes of organizational commitment, its proposed antecedents have been studied to an even greater degree. Age is one of personal characteristics that were mentioned as one variable being related to organizational commitment. Age was slightly positively correlated with commitment because older people tended to be more committed to the organization (Rowden, 2000). Research (Hung and Liu, 1999), analysis showed that age was significantly related to commitment, which means that employee who were more senior, in term of age, were a little more committed than those who were younger. One suggested to the explanation in the literature was that as one gets older there are fewer options for employment and thus the individual becomes more committed to the current organization (Mowday et al., 1982). On the other hand, the result of the research (Wahn, 1998) found out that age was not significant related to continuance comitment. Another was that people become more committed when they realize that it may cost them more to leave than to stay (Parasumman and Nachman, 1987).

2.4.1.2 Gender

A topic of intense debate and continuing interest is whether males and females differ in aspect of behavior related to OC. As the participation rate of women in the workforce has increased, a corresponding increase in research on women at work has also occurred. The range of organizational behavior and attitudes for which sex differences have been examined is quit broad. OC is a job attitude for which sex difference data is often reported, although not usually the main focus of the research. Several studies have observed gender differences refer to actual biological differences such as the average height of females versus males (Angle and Perry, 1981; Gould, 1975; Sullivan, 1982). Research (Wahn et al, 1998), women reported higher levels of continuance commitment than men. There are also reasons from many researches suggest that women might have higher levels of continuance commitment then men. But Schwartz (1989) provides anecdotal evidence that women are more costly to employ than men because of their higher rate of turnover. She implies that this occurs because one subset of women (career and family) has lower commitment to their organizations and careers than another subset (career primary). Aven, Parker, and McEvoy (1993), who located 27 studies to incorporate into their meta-analysis of sex and OC found out that higher levels of continuance commitment for women than for men is confirmed but no sex differences in affective commitment. It shed doubt on the assumption of greater OC of men in their workplaces (Schwartz *et. al*, 1989). Wahn (1998) study on sex differences in the continuance component of organizational commitment found out that there was a significant effect on sex and continuance commitment ,but it did not address the third component of organizational commitment – normative commitment. So it is worthiness to include the prove of the sex differences in commitment as small to moderate following Cohen's rules of thumb regarding effect sizes.

2.4.1.3 Marital Status

Many researches also found that married employees are found to be more committed than single employees when the commitment levels of the two groups were compared such as the research of Hung and Liu (1999).

2.4.1.4 Education Attainment

It is very interesting to examine the level of education and OC because while age was slightly positively correlated with commitment, it was found that education level was slightly negatively correlated with commitment (Rowden, 2000). As the result of Wahn et al.'s (1998) study found out that education level had negatively related to continuance commitment. Many studies in the past also found the same result of relationship between higher education and the lower commitment.

2.4.2 Job Factors

The second factor is job itself. It is found to be one of the most important to make a prediction of OC. According to previous studies there are many variables in job factors, but not all found to have correlated with OC.

Mowday's theory emphasized on "job scope" included the job's feedback, autonomy, challenge, and significance, which would increase behavioral involvement. Also the ability to participate actively in task-related decision-making would also influence level of commitment. In the research of Iverson, McLeod and Erwin (1996), they described many variables in their job-related variables such as Hours satisfaction, promotional opportunity, pay job security, autonomy, role conflict, role ambiguity and Routinization. But some of them will be set as variable in other factors such as conflict and promotional opportunity and pay will be set in Organization factors and job security will be set in External Organization factors. Another authors that mentioned job factor were Nijhof, de Jong and Beukhof (1998) under the name of "job characteristic". They described the factor that was found to be high- correlated with commitment is the contribution of job challenge. It was focused on employee involvement, the combination of doing and thinking in a job, and the individual responsibility. According to job characteristics, the high involvement approach relies on self- employed management and participation of management styles. However, employees at all levels are given the authority to influence decisions considering their own work. It was also noted that such a high involvement, they might only help to build employee commitment to the organization. But they may also foster their

development. Therefore, element of the high involvement approach was found in the job characteristics. Some of these characteristics are variety in tasks, autonomy, and job interest.

One of the most effective ways of assuring individual commitments to organizational goals that was described by Mendes (1996) was to align abilities of employees to appropriate jobs or modify (design) jobs to capitalize on the strengths of their individual was the forth one. People were likely to follow through their personal commitments when they were involved in activities that were meaningful and enjoyable. In addition, delegation of work should be according to the characteristics of the person. Lastly, it was suggested about the issue of empowerment, which he revealed that it was a process whereby employees understand the rationale of the business, share decision-making and experience accountability. The author mentioned further that empower should base on employees experience and level of comfort. So manager should allocate responsibility according to ability and inclination.

According to the 4 factors support OC in theory of Kinlaw (1989) factor that related to job is one of them that was mentioned under personal factors. "The degree of influence that employees had". The author referred to extending influence to employees could happen in number of ways such as employees-suggestion programs. The author revealed that there are three areas for influence and three kinds of influence within each are. The first area is "Innovation", which referred to managers involved subordinates and co-worker in the process of innovation through "Inputting" by present the new ideas, "Decision making", refer to permitting employee to help decide which ideas will be tested or developed, and "Implementing" by helping them to test and gain support for new ideas. The second area is "Planning" which referred to extend the opportunities of subordinates and co-workers to participate in the various planning processes of the organization through "Inputting" by having them provide information, data, and suggestions for budgets, team goals, planned changes etc., "Decision making" by using team decision making in developing plans, and "Implementing" by having them select strategies for implementing plans, evaluating plans, and modifying plans. Lastly, " Problem Solving", which manager could extend influence to subordinates and co-worker by giving them the chance to work on problems through " Inputting" by identifying problems, researching data, providing technical information and expertise, " Decision making" by participating in decisions

about problem definition, about which problems would be addressed etc., and “Implementing” by designing solution, undertaking and evaluating strategies etc.

2.4.2.1.1 Job Tenure

Many journals concluded their research that tenure has indirect correlation with the level of OC. It was found that tenure has correlate significant with level of OC, which means that the more experienced an employee was, the more committed he or she would be (Hung and Liu, 1999). There were researches on personal characteristics such as research of Moeis and Sherman, 1981 and research of Parasuraman and Machman, 1981 had identified age and tenure as being related to organizational commitment. It was found that job tenure within the organization was positively related to continuance commitment (Wahn et al., 1998). So it is very interesting to set it as one sub-variable to examine in this study.

2.4.3 Organization Factors

On factors affecting OC there is also many researcher mention on Organization Factor such as in Theory of Mowday et. al. (1982) the second factor is “Organization Factors”, such as an employee’s initial work experiences and subsequent sense of responsibility. Consistency between work-group and organizational goals would increase commitment to those goals. Finally, organization characteristics such as concern for employees’ best interests or employee ownership were also positively associated with increased commitment to the organization.

In Kinlaw’s theory the “Clarity about goals and values” which mentioned that Strategic planning did at least two things, clarified what the organization intended to be and it clarified what the organization intended to be like. The first part of this statement has to do with the organization’s vision goals, and strategies. The second part had to do with the organization’s core values. In addition, the effective planning should be done at every level of the organization. Furthermore, communicating of strategies, goals and values should be implemented. Especially, at each level, those goals and values must be translated into the work and decisions of each manager and

employee. Finally, the only way that goals and values became clear, functional influence was for them to be personally communicated and reinforced by managers. Coaching, as a one-to-one interaction between managers and employees, was a primary strategy for building clarity.

In Mendes' study (1996) stated on "Organizational culture" the author explained that building an OC, the first to emphasize was creating in order to a clear vision and communicate of information related to the organization's mission statements, goals, and objectives by making it possible for both individuals and groups to effectively measure progress toward the goals. This inclusive approach was essential for sustained commitment. The second was to provide stellar leadership, who was a more participative, problem solving, and less abrasive approach. All the component of commitment must be ensconced in the heart, mind, and soul of the leader and demonstrated regularly. A highly visible leader who exemplified corporate values by his actions would influence culture more rapidly and effectively than a low-profile leader. In addition, the author mentioned that leader should pay attention on his or her permission because it could affect to \commitment of employees. Communication of leader also created an environment of reciprocal respect, involvement, and consistent focused on the defined values and goals of the organization, which would be lead to a sense of commitment. The third was commitment. It required management to concentrate on providing rewards, recognition, and compensation to employees. By offering people rewards and acknowledgment for their efforts was more in line with individual needs for accomplishment and involvement. In addition, they should develop employee through the training program for improving their abilities and skills, also allowed employees toward an experience of setback and learn from experiences without unnecessary ridicule and reprimand.

Employee communication is usually seen as one of the key elements of an organizational strategy of employee involvement (Thornhill, Lewis and Saunders, 1996). Employee involvement "is an umbrella term covering a wide range of voluntary employer-led initiatives that are designed to encourage more active employee participation in (organizational) affairs" (Caldwell, 1993, p. 136).

According to Nijhof *et al.*, 1998, the characteristics affecting commitment opinions, the decentralization and participation in decision-making are the most

important organizational characteristics that influence commitment. Nijhof, de Jong, and Beukhof stated “commitment will increase in a flat organization where coordination and control are based more on shared goals than on rules and procedures and where employee participation is encouraged.” An important characteristic is also the style of leadership. They found that there is a correlation between the social support of the leader and commitment. Human resource policies are also considered as an organizational characteristic. Good career prospects and possibilities for further training and education are also found being related to commitment. It is also cleared that there is no agreement on the influence of the level of salary on commitment. However, on the other hand, it is also found that a good salary has a small positive influence on commitment.

Another variable mention on work setting that the more satisfied individuals were with their supervisors with the fairness of performance appraisals, and the more they felt that their organization cared about their welfare, the higher their level of commitment (Baron and Greenberg, 1990). So it could be mention that OC was strongly affected by several factors relating to work settings

2.3.3 External Factors

Many journals that researcher had read through did mention factors outside organization such as job opportunity offered from other organizations and social environment or economic aspects such as the awareness of employees to the change within organization what will effect to their work life:

“Non-organization Factors”, which mentioned by The theory of Mowday, Porter and Steers, 1982 talked about the availability of alternatives after the initial choice had been made divided the highest level of initial commitment into two groups. Firstly, the person who had sufficient external justification for their initial choice. Secondly, the person who viewed the choice as relatively irrevocable or believed that there were no subsequent opportunities to change their initial decision. In the theory of Baron and Greenberg (1990) also mentioned that OC was affected by “the existence of other employment opportunities”. The greater the perceived chances of finding

another job and the greater the desirability of such alternatives, the lower an individual's commitment tended to be.

There were many words use to specified these factors by many different authors but the researcher would like to mention under the name of “External Factors” as a basic word of this research study.



Studied made by						
Factor Affecting Organizational Commitment	Mowday, Steers & Porter (1982)	Baron & Greeberg (1983)	Kinlaw (1989)	Mendes (1996)	Nijhofjong & Banking (1998)	No.
Personal	Personal Factor	Personal Characteristic	Competency Appreciation	Personal Commitment	Personal Chart	5
Organization	Organization Factor		Clarity of Goal & Values	Organization Supportive Culture	Organizational Characteristic	4
Job Characteristics		Job Itself			Job Characteristic	2
Non-Organization	Non Organization	Employment Opportunity		Organization Context		3
Work setting		Working Setting				1
Supportive Culture			Appreciation			1

Figure 2.2 Factors Affecting Organizational Commitment

CHAPTER 3

RESEARCH FRAMEWORK

3.1 Framework of Study

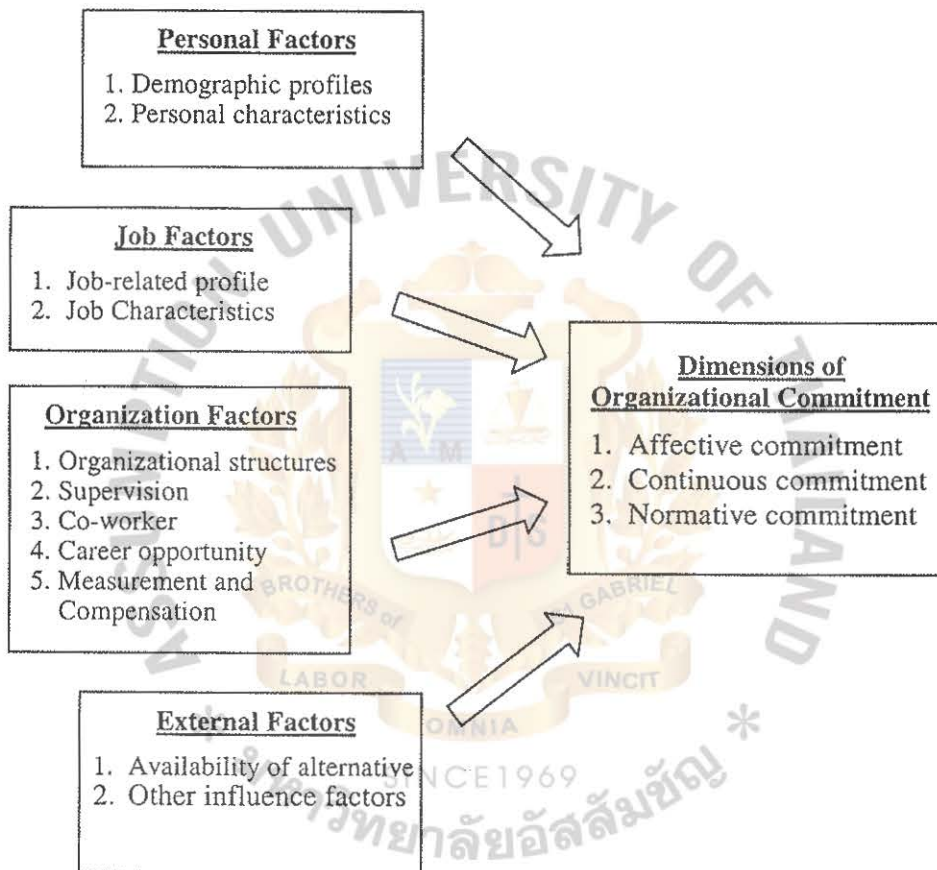


Figure 3.1 The Conceptual Framework.

3.2 Definition of Dependent and Independent Variable

3.2.1 Independents Variable: Factors Affecting Organizational Commitment

After concluded all factors implemented by many theorists and researchers for this study, the researcher categorized those factors in to 4 main factors as follows:

3.2.1.1 Personal factors

Numerous studies have suggested that personal factors can affect OC of employees. For personal factors, the researcher will includes

- **Demographic profile** are personal data from each respondent in term of:
 - Age,
 - Gender,
 - Marital status, and
 - Education attainment
- **Personal characteristics** are the capability of employee in planing, organizing, implementing and controlling their job.
 - Competency/ Appreciation,
 - Personal content
 - Job expectation/ Potential attachment

3.2.1.2 Job factors

The researcher would like to set variables of factors related to job that were described by many authors into job factors. Those job factors included of:

- **Job-related Profile** are the respondent's data related to job, which consist of
 - Job Tenure
 - Department

- **Job Characteristics** are the scope of job that combined between doing and thinking in a job, and individual responsibility, which consist of
 - Job challenge/ interesting is the decision by employees to invest personal resources of skill and effort in their tasks and job performance.
 - Autonomy, and
 - Task related decision-making.

3.2.1.3 Organization factors

Organization factors are the variables that contained the most number of sub-variables as follows:

- **Organizational Structure** is overall characteristic of organization. It's consist of
 - Conflict within organization.
 - Overall work satisfaction.
 - Excessive work pressure.
- **Supervision** is the style of the leaders such as the capability to supervisory, charismatic and high standardizes of work.
 - Competence of the superior.
 - Leadership style of superior.
 - Trust in superior.
 - Superior work standards.
- **Co-worker** is the relationship between employees in working style and working standard within organization in both formal and informal.
 - Competence of colleagues
 - Treatment with respect
 - Colleagues' work standards
 - Colleagues' extra effort

- **Career Opportunity** is the possibility to have chance of movement between different status levels, which usually in to higher level in an organization. It can be call as promotional opportunity.
- **Measurement/ Compensation** is the way that company use in order to treat employee in term of monetary or other benefits such as number of vacation/ year.

3.2.1.4 External factors

External factors are the factor, which affect from other person outside organization. There are 2 sub-variables in External factors as follows:

- **Availability of alternative** is the opportunity of job that will available outside the organization.
- **Other influences** are the factor, which is not related to alternative job outside organization.
 - Unsecured in work-life
 - Social environment

3.2.2. Dependent Variable: Dimensions of Organizational Commitment

There are various perspectives in the dimension of OC. But after carefully reading and grouping them into one main concept for this study the researcher would like to categorize OC into 3 main dimensions according to the theory of Allen and Mayer (1990) to study their relationship with the previous 4 factors effect OC. It is because their idea was very famous in multidimensional perspective, described the difference between each dimension clearly and was used as reference in many research studies. Another reason is because there is a set of 24 questionnaires that constructed

by Allen and Meyer in 1990 and it is use for measure the respondents' perceptions of these elements comprises the three OC dimensions of Allen and Mayer.

3.2.2.1 Affective commitment – identification with the organization and a sense of loyalty to it. It is an emotional attachment to an organization, identification with it, loyalty toward it and a desire for affiliation with it.

3.2.2.2 Normative commitment - the feelings of moral obligation to stay with the organization because of what the organization expects of the individual and social pressures based on from others against leaving.

3.2.2.3 Continuance commitment - the strength of a person's desire to remain working for an organization due to his or her belief that it is their own investment in pension, accrued holidays, and status, but who also may have no other options of employment.

3.3 Research Hypothesis

The study aimed to test the relationship of 4 independent variables (Personal Factors, Job Factors, Organizational Factors and External Factors) toward dependent variables (Organizational Commitment). The framework of hypothesis testing was presented below:

- H₀₁: There is no significant relationship between Personal Factors to dimensions on the dimensions of OC.
- H_{a1}: There is a significant relationship between Personal Factors to dimensions on the dimensions of OC.

- H₀₂: There is no significant relationship between Job Factors to dimensions on the dimensions of OC.
- H_{a2}: There is a significant relationship between Job Factors to dimensions on the dimensions of OC.
- H₀₃: There is no significant relationship between Organizational Factors to dimensions on the dimensions of OC.
- H_{a3}: There is a significant relationship between Organizational Factors to dimensions on the dimensions of OC.
- H₀₄: There is no significant relationship between External Factors to dimensions on the dimensions of OC.
- H_{a4}: There is a significant relationship between External Factors to dimensions on the dimensions of OC.
- H₀₅: There is no difference among group of Demographic Profiles on the dimensions of OC.
- H_{a5}: There is a difference among group of Demographic Profiles on the dimensions of OC.
- H₀₆: There is no difference among group of Job-related Profiles on the dimensions of OC.
- H_{a6}: There is a difference among group of Job-related Profiles on the dimensions of OC.

3.4 Operationalization of Variables

3.4.1 Personal Factors of Organizational Commitment

Personal Profiles

Construct/Factor	Operationalized by
Age Gender Education attainment Marital Status	

Personal Characteristics

Construct/Factor	Operationalized by
Competency/ Appreciation Personal content Job expectation/ Potential attachment	<ul style="list-style-type: none">• A willingness to work harder in order to achieve company success• An effect of personality differentiation (age, sex, education, etc.)• Proud of working in this organization (work identity)• Enthusiastic to look around for challenging job if there is a chance.

3.4.2 Job Factors of Organizational Commitment

Job-related Profiles

Construct/Factor	Operationalized by
Job tenure Department	<ul style="list-style-type: none">• Number of period that employee work in the company.• Job-function that employee works with.

Job Characteristics

Construct/Factor	Operationalized by
Challenge/ Interesting job Autonomy Task-related decision making	<ul style="list-style-type: none">• Job with more challenge and interest for motivating employee.• Have an adequate authority/ freedom in performing work.• A chance for employee to receive responsibility

3.4.3 Organization Factor of Organizational Commitment

Organizational Structure

Construct/Factor	Operationalized by
Conflict within organization.	<ul style="list-style-type: none">• Extent of conflict of interest.
Overall work satisfaction	<ul style="list-style-type: none">• Degree to which an individual satisfies with their overall situation.
Excessive work pressure.	<ul style="list-style-type: none">• Degree of pressure during work hour.

Supervision

Construct/Factor	Operationalized by
Competence of the superior	<ul style="list-style-type: none">• Ability in work scope.
Leadership style of superior	<ul style="list-style-type: none">• Styles of superior involve in decision making/ problem solving related to work scope.
Trust in superior	<ul style="list-style-type: none">• Degree in which employee can rely on their superior.
Superior work standards	<ul style="list-style-type: none">• The degree of working standard required by superior.

Co-worker

Construct/Factor	Operationalized by
Competence of colleagues	<ul style="list-style-type: none">• The ability of his/hers colleagues within organization.
Treatment with respect	<ul style="list-style-type: none">• The degree of relationship between co-workers in doing work.
Colleagues' work standards	<ul style="list-style-type: none">• The degree of standard of colleagues in organization.
Colleagues' extra effort	<ul style="list-style-type: none">• The degree of hardworking of co-worker in the same organization.

Career Opportunity

Construct/Factor	Operationalized by
Promotional Opportunity (hierarchy)	<ul style="list-style-type: none">• Opportunity for growth in hierarchy• The fairness of opportunity for promotion compared with other company.• Opportunity for growth depends on ability and capability.

Measurement/ Compensation

Construct/Factor	Operationalized by
Fair/ Equitable compensation Fringe benefit	<ul style="list-style-type: none">• Fair and adequate compensation.• Evaluating and appraisal systems are fair

3.4.4 External Factor of Organizational Commitment

Availability of alternative

Construct/Factor	Operationalized by
Fair/ Equitable compensation Fringe benefit	<ul style="list-style-type: none">• Fair and adequate compensation.• Evaluating and appraisal systems are fair

Other influence

Construct/Factor	Operationalized by
Unsecured in work-life Social environment	<ul style="list-style-type: none">• Employee's doubt about their long-term security.• Employee awareness of organizational change that will effect to their work life.

3.4.5 Dimension of Organizational Commitment

Affective Commitment

Construct/Factor	Operationalized by
Agreement with organization.	The characteristic of employee which have: <ul style="list-style-type: none">• Willing to remain in organization.• POUND in Organization. (Favorable feeling toward organization)• Feeling of full responsibility.• Sense of belongingness.• Affection, attach to organization.

Continuance Commitment

Construct/Factor	Operationalized by
Lack of options	The feeling of compel to commit to the organization because <ul style="list-style-type: none">• Monetary and• Feeling of loses costs associated with leaving are high.• Lack or alternative

Normative Commitment

Construct/Factor	Operationalized by
Social pressure to remain	The feelings of obligation to stay with organization aim because of <ul style="list-style-type: none">• Social pressures from others against leaving.• Desire for affiliation.• Belief it is morally right to do so.

CHAPTER 4

RESEARCH METHODOLOGY

After a brief introduction of research design, this chapter discusses data source, research instrument (questionnaire), data collection procedures and the statistical methods used in testing hypothesize.

4.1 Research Design

This research is based on primary data collected using questionnaire survey. The descriptive statistics is used to illustrate the levels of OC of respondents and their profile of personal factors, as well as their perception of job related factors, organization factors and external factors. The relationship between level of OC and these factors are then tested using Chi square test.

4.2 Data Source

The respondents in the survey include the whole population under study: the employees of Brink's (Thailand) Ltd. There are 255 respondents (excluding the 7 top executives). A pilot test is conducted on 10 respondents at supervisor and staff level

4.3 Research Instruments / Questionnaire

There are many scales to measure OC. The best know are the OC questionnaire (OCQ) by Mowday *et al.* (1982) and the measurement of OC scale by Allen and Mayer *et al.* (1990). The OCQ obviously was not designed to suit with factors in this study but it can be used to measure some independent variable. So the

researcher will use only some questions in OCQ and use questionnaire sets developed by Allen and Mayer because it was designed for this theory specifically. The researcher will add questionnaire to measure all other independent variables (Personal, job, organization, and external factors) by use the questionnaires that were designed by Benkhoff (1996) and Dr. DeConinck and Dr. Bachmann (19??). All these scales are directed to only employee level.

The below tables will show the relationship between Sub-variables, proxies and operationalization with the number of question in the questionnaire set.

4.3.1 Specification of Independent Variables: Personal Factors

Table 4.1 Table of specification of Personal factors

Sub-Variables	Proxies	Operationalization	Question No.
Personal Profiles	Age Gender Education attainment Marital Status		1-4
Personal Characteristics	Competency/ Appreciation	<ul style="list-style-type: none"> • A willingness to work harder in order to achieve company success • An effect of personality differentiation (age, sex, education, etc.) 	30-33
	Personal content	<ul style="list-style-type: none"> • Proud of working in this organization (work identity) 	34-36
	Job expectation/ Potential attachment	<ul style="list-style-type: none"> • Enthusiastic to look around for challenging job if there is a chance. 	39, 67

4.3.2 Specification of Independent Variables: Job Factors

Table 4.2 Table of specification of Job factors

Sub-Variables	Proxies	Operationalization	Question No.
Job-related Profiles	Job tenure	<ul style="list-style-type: none"> Number of period that employee work in the company. 	5
Job Characteristics	Challenge/ Interesting job	<ul style="list-style-type: none"> Job with more challenge and interest for motivating employee. 	40-42
	Autonomy	<ul style="list-style-type: none"> Have an adequate authority/ freedom in performing work. 	43-44
	Task-related decision making	<ul style="list-style-type: none"> A chance for employee to receive responsibility 	45-46

4.3.3 Specification of Independent Variables: Organization Factors

Table 4.3 Table of specification of Organization factors

Sub-Variables	Proxies	Operationalization	Question No.
Organizational Structure	Conflict within organization.	<ul style="list-style-type: none"> Extent of conflict of interest. 	58
	Overall work satisfaction	<ul style="list-style-type: none"> Degree to which an individual satisfies with their overall situation. 	59
	Excessive work pressure.	<ul style="list-style-type: none"> Degree of pressure during work hour. 	56
Supervision	Competence of the superior	<ul style="list-style-type: none"> Ability in work scope. 	60
	Leadership style of superior	<ul style="list-style-type: none"> Styles of superior involve in decision making/ problem 	61

	Trust in superior	<ul style="list-style-type: none"> solving related to work scope. Degree in which employee can rely on their superior. 	62
	Superior work standards	<ul style="list-style-type: none"> The degree of working standard required by superior. 	63
Co-worker	Competence of colleagues	<ul style="list-style-type: none"> The ability of his/hers colleagues within organization. 	64
	Treatment with respect	<ul style="list-style-type: none"> The degree of relationship between co-worker in doing work. 	65
	Colleagues' work standards	<ul style="list-style-type: none"> The degree of standard of colleagues in organization. 	66
	Colleagues' extra effort	<ul style="list-style-type: none"> The degree of hardworking of co-worker in the same organization. 	51
Career Opportunity	Promotional Opportunity (hierarchy)	<ul style="list-style-type: none"> Opportunity for growth in hierarchy The fairness of opportunity for promotion compared with other company. Opportunity for growth depends on ability and capability. 	52
			53-54
			55
Measurement/ Compensation	Fringe benefit	<ul style="list-style-type: none"> Evaluating and appraisal systems are fair 	57

4.3.4 Specification of Independent Variables: External Factors

Table 4.4 Table of specification of External factors

Sub-Variables	Proxies	Operationalization	Question No.
Availability of	External job	<ul style="list-style-type: none"> Availability of alternative 	47

alternative	opportunity	jobs outside the organization. • Desire to leave from this organization if other jobs offered.	37-38
Other influence factors	Unsecured in work-life	• Employee's doubt about their long-term security.	48
	Social environment	• Employee awareness of organizational change that will effect to their work life.	49-50

4.3.5 Specification of Dependent Variable: OC Dimensions

Table 4.5 Table of specification of OC dimensions

Sub-Variables	Proxies	Operationalization	Question No.
Affective Commitment	Agreement with organization	• Affection, attach to organization sense of belongingness.	6-13
Continuance Commitment	Lack of options	• The feeling of compel to commit to the organization because the monetary and other costs associated with leaving are high.	14-21
Normative Commitment	Social pressure to remain	• Congruency between employee goals and values and organizational aims because of social pressures.	22-29

4.4 Data Collection

The self-administered questionnaires were distributed to employees through the assistance of each department head. There were eight departments comprising around 255 employees working for twenty-four hours with three shifts. Henceforth, the means of collecting primary data through department heads was the most suitable way because it is easy to reach the night shift employees.

The questionnaire was translated into Thai and explained personally to all the assistants of department heads. The respondents returned the questionnaire to the researcher through assistant department head. Alternatively, respondents who work in head office received the questionnaire set by hand and returned questionnaires by hand to the researcher after finished if.

Secondary data collection was from the company profile in the annual report and company brochure together with the update information form Human Resource Department.

The result of the response rate, with a consistent follow-up, is shown below:

Total questionnaires distributed	255 sets	100 %
Questionnaire returned		
Valid	181 sets	71 %
Invalid	32 sets	12 %
Questionnaires not returned	43 sets	17 %

Table 4.6 is to illustrate a timeframe how data will be collected from the first stage to the final stage of the study.

Table 4.6 Timeframe of Data Collection & Analysis

Activities	Year 2001					
	Jan	Mar	May	July	Sep	
	Feb	Apr	Jun	Aug	Oct	
1. Literature Review, determining the generic sets of all variables and writing Proposal	<div></div>					
2. Designing Questionnaire	<div></div>					

3. Submitting of Thesis Proposal	—
4. Defending Proposal	—
5. Translate the questions and Pilot Test	—
6. Conducting Research	—
7. Analysis of data & Final the result	—

4.5 Reliability of the Variables

At the end of the collection of questionnaires, the researcher also tested the reliability of the instrument for the 70 questions of the 5-point Likert scale for both independent variables and dependent variable after the data collection process using all the collected primary data of 181 questionnaires. A well know model Alpha (Cronbach). This is a model of internal consistency, based on the average inter-item correlation.

Figure 4.1 shows the results of the reliability. The higher the value of the *alpha*, the more the reliability they have.

Figure 4.1 The value of reliability analysis

Determinants	Independent Variable	Cronbach's α
Personal Factor	1. Personal Characteristics	.61013
Job Factor	1. Job Characteristics	.5111
Organization Factors	1. Organizational Structure 2. Supervision 3. Co-worker 4. Career Opportunity 5. Measurement/Compensation	.6848
External Factors	1. Availability of Alternative 2. Other Influence factors	.6700
Determinants	Dependent Variable	Cronbach's α
Organizational Commitment	1. Affective Commitment	.5954
	2. Continuance Commitment	.5820
	3. Normative Commitment	.5996

Note: The analysis tested after the answer of all reversed questions had been converted back into the same direction.

4.6 Data Analysis

The researcher made use of the following statistical tools to answer the question of the research questions:

Question 1- the percentage and frequency distribution, mean, standard deviation and range for analyzing the personal profiles and job-related profiles of the respondents.

Question 2,3,4,5,6 - Frequency tables, average weight mean on 5 points-scale and descriptive statistics are employed to identify the perceptions of respondents on OC. All personal data are also summarized for further analysis. Average weight means is assigned to the categories of rating as follows:

Descriptive rating		Arbitrary level
Strongly Disagree	1 points	1.00 – 1.79
Disagree	2 points	1.80 – 2.59
Undecided	3 points	2.60 – 3.39
Agree	4 points	3.40 – 4.19
Strongly agree	5 points	4.20 – 5.00

Question 7,8 – One way ANOVA F test will be used in examining the difference between age, marital status, educational attainment, income, position, tenure, job functional and respondents’ perceptions on OC. T test for independent will be used in examines the difference between Gender.

Questions 9,10,11,12 – Peason correlation co-efficient was used in finding intra-relationship among perception on respondents’ demographic profile, organization factors and external-organization factors to the dimensional of OC. 2-Independent and K-Independent test would test for independence and frequency tables will be used in examining the relationship between respondents’ demographic profile and the factors of OC and dimensional of OC.

CHAPTER 5

RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

This chapter presents the results of the research finding together with an analysis and discussion of the study. It aims to answer all 6 research questions mentioned in Chapter 1 (section 1.3.1) and the research hypotheses in Chapter 3 (section 3.3). The presentation is organized according to a sequence of research questions, starting from all general results including a description of respondents' demographic profile and job-related profile (question 1) in which primary data was obtained from questionnaire part 1, as presented in sections 5.1 of this chapter. The primary data obtained from questionnaire part 2 were analyzed in the following sections. The following sections were the summary of all respondents' perception on all independent variables, which affect on the dimension of OC as presented in section 5.2. Then the next sections were the analyses of respondents' perception on all independent variables which were major factors affecting OC: Personal Characteristics (part of Personal Factors), Job Characteristics (part of Job Factors), Organization Factors and External Factors (question 2, 3, 4, 5) as presented in sections 5.3 – 5.6. Then the next section was the analysis of respondents' perception on dependent variable, which was the dimension of OC (question 6) as presented in sections 5.7. After that there would be the analyses of significant relationships between each independent variable: Personal Factors, Job Factors, Organization Factors and External Factors to the dependent variable, which was the dimension of OC.

Symbols and abbreviations used in this chapter

As there are many variables, sub-variables and statistical tables and figures mentioned in this chapter, for more convenience, abbreviations and symbols are used. The explanation of each item is provided below.

Critical variable

OC = Organizational Commitment

Sub-variables

PER = Personal Characteristic
JOB = Job Characteristic
STR = Organization Structure
SUP = Supervision
COW = Co-worker
CAR = Career Opportunity
MEA = Measurement/Compensation
ALT = Available of Alternative
INF = Other Influence factors

Statistic symbols

Sd = Standard Deviation
N = Number of respondents
Sig. = Significant
 α = Alpha
df = Degree of freedom

5.1 Distribution of Respondents' Demographic Profile and Job-related Profile

There are five categories of demographic data used to represent all respondents' profiles: gender, age, marital status, education attainment and job tenure of employees. All results are presented in table 5.1 in terms of frequency and percentage. However, each category explanation is presented respectively.

Table 5.1
Descriptive of Demographic Profiles

Respondent's Profiles		Frequency	Percent (%)	Ranking
1) <u>Gender</u>	Male	126	69.6	1
	Female	55	30.4	2
Total		181	100	
2) <u>Age</u>	25 yr. or below	19	10.5	3
	26 – 30 yr.	60	33.1	2
	31 – 40 yr.	94	51.9	1
	41 – 50 yr.	7	3.9	4
	51 – Above	1	0.6	5
Total		181	100	
3) <u>Marital Status</u>	Single	98	54.1	1
	Married	79	42	2
	Divorce	7	3.9	3
Total		181	100	
4) <u>Education Attainment</u>				
	M. 3 or lower	19	10.5	4
	M. 6 or equivalent	61	33.7	1
	Diploma or Certificate	40	22.1	3
	Bachelor Degree	60	33.1	2
	Master Degree or higher	1	0.6	5
Total		181	100	
5) <u>Job Tenure</u>	Less than 1 year	45	24.9	2
	1 – Less than 3 yrs.	67	37	1
	3 – Less than 5 yrs.	20	11	4
	5 – Less than 7 yrs.	22	12.2	3
	7 – Less than 10 yrs.	17	9.4	5
	10 yrs. or above	10	5.5	6
Total		181	100	

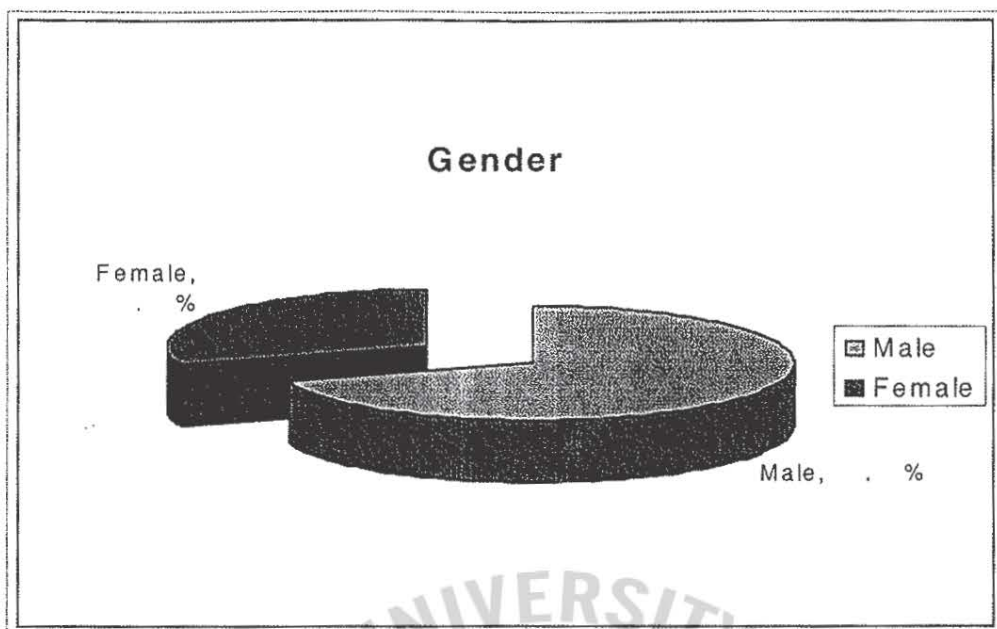


Figure 5.1 Gender of respondents

The majority of respondents are male representing 69.6 %, which are 126 people from the total 181. The female respondents numbered only 55 or 30.4 %.

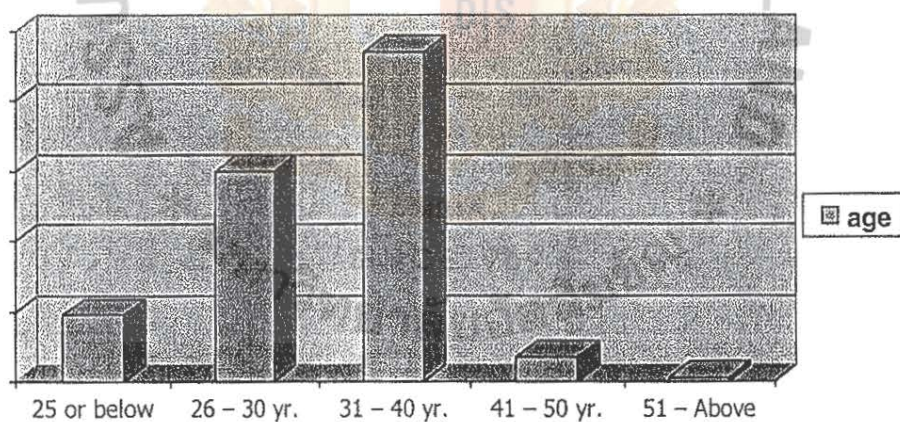


Figure 5.2 Ages of Respondents.

There are five ranges of age group. The major group of respondents is between 31-40 years old, which is at 51.9 %. However, it is noticeable that the second rank is aged between 26-30 years old (33.1%) and the third rank (10.5 %) is in aged from 25 years old and below. If combining these three groups, it shows the most

respondent at 95.5 % are between ages not greater than 40 years old. It means there is an only 4.5 % or 8 people in the age between 41 years old and above. It may be because this company is a security and transportation company so most of the employee should be young male in the middle age.

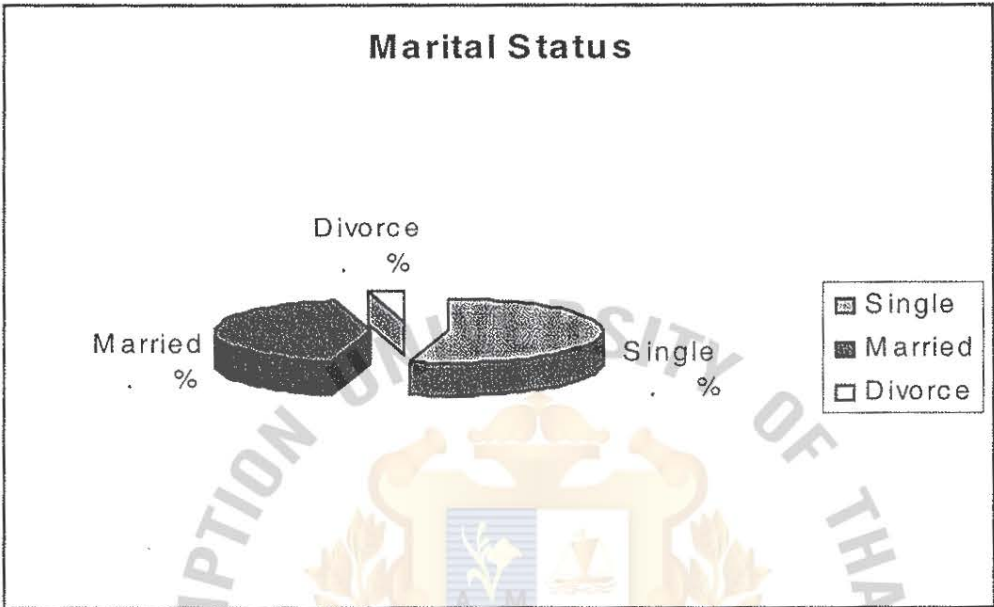


Figure 5.3 Marital Statuses of Respondents.

Out of total 181 respondents, 98 people or 54.1 % are single. Other 79 people or 42 % are married, while the remaining 7 people are divorced.

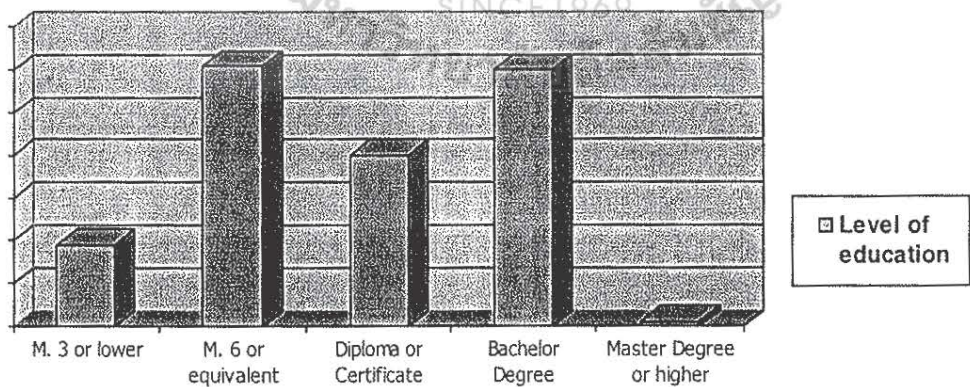


Figure 5.4 Education Attainments of Respondents.

The education level of respondents is divided into five categories from the lowest level start from M. 3 (Secondary School) or lower up to the highest level in Master degree. From the survey result, the majority of respondents divided into three big groups. The first group is the group of people in M.6 (High School) or equivalent contained 61 people or 33.7 % and the second group is in Bachelor Degree has 60 people or 33.1 %. The third group is Diploma or Certificate level has 40 people or 22.1 %. And there is only one employee (0.6 %) in the staff level how graduated from Master Degree and no Doctoral Degree.

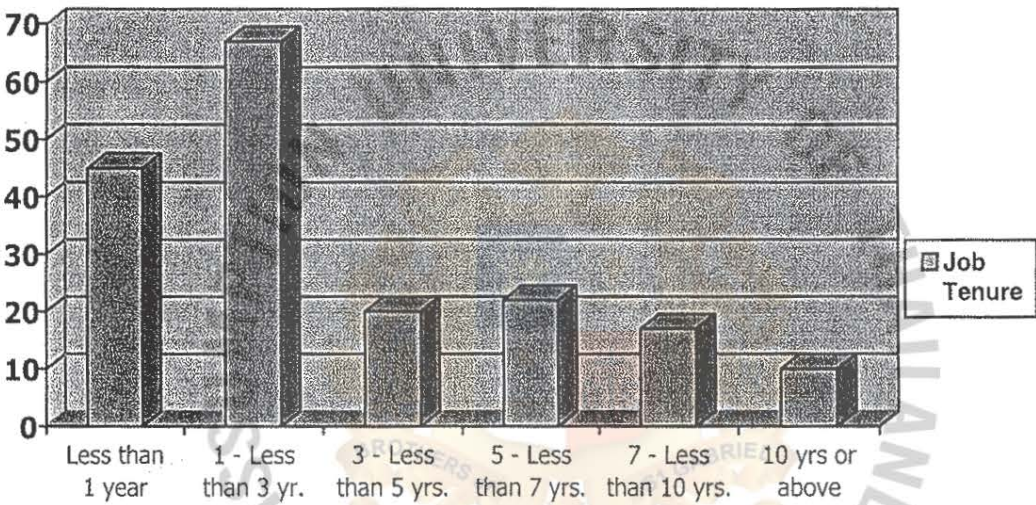


Figure 5.5 Job Tenure of Respondents.

The last category of demographic data is the number of working year with this company, which ranged from less than 1 year until more than 10 years. From the figure it shows that 61.9 % of the employee or 112 staff has been joined with Brink's less than 3 years. There is a lot of new employees join with Brink's because of fast employee turnover and the rapid expanded of this company during past few years.

5.2 Perception of respondents on individual Personal Factors affecting to OC

5.2.1 Perception on “Personal Characteristic”

The average from all answers about personal characteristics mostly showed good result. Therefore the overall picture represented in agree area at mean of 3.4986 with standard deviation of 0.4649 which means that respondents had quite good personal attitude toward organization as it shown that asked about the feeling of proud to be part of this organization. At the mean of 4.04, most of the sampling units at the rate of 27.1% Strongly Agree and 54.7% Agree or willing to put in great deal of effort to help this organization be successful; whereas only 1 sampling or .6% indicated in the negative answer (Strongly Disagree) to put in great deal of effort to help organization be successful (See Appendix C, Table 5.1). It was shown in Appendix C, Table 5.2 that 6.6% and 36.5% of respondent (mean of 3.04), they always used more energy and times for their work, even if they were not pay. From Appendix C, Table 5.3, at the mean of 2.88 it was shown that 7 respondents or 3.9% answered at Strongly Agree and 44 person or 24.3% agree that they had a lot of overwork and make them felt stress, while other 24.3% and 3.9% of this sampling unit did not feel that stress from their work. From Appendix C, table 5.4, the result showed that 19.9% of respondents indicated strongly agree and 48.1% also agree on willing to work overtime.

At the mean of 3.70, it was shown that 123 from 181 respondents or 9.9% and 58% of the sampling units felt Strongly agree and Agree to proud to tell others that they are part of this organization. (See Appendix C, Table 5.6). Respondents also felt glad to work with this organization and thought that this organization is the best of all organization to work with as it showed that there were 99 from 181 respondents (54.4%) indicated that this organization is a great organization to work for. (See Appendix C, Table 5.5). For question that asked for the extremely feeling that respondent feel glad to choose this organization to work for, over others at the time they joined (See Appendix C, Table 5.7). There were 11% or 20 out of 181 who really feel extremely glad and 49.7% or 90 of the sampling units agree with this question. And from Appendix C, Table 5.8 the result shown 50.3% of sampling units (42%)

agreed and (8.3%) strongly agreed that this is the best of all possible organizations for which to work.

Table 5.2 Mean, standard deviation and interpretation of "Personal Characteristic"

Items	Mean	Sd	Interpretation
Willing to put in great deal of effort beyond that normally expected in order to help this org. be successful.	4.04	0.77	Agree
Willing to spend more time and energy for work with out overtime.	3.04	1.16	Undecided
My working day has a lot of stress that make me overwork.	2.88	0.97	Undecided
I am not avoiding working overtime.	3.76	0.91	Agree
Talk up to friends as a great org. to work for.	3.51	0.81	Agree
Proud to tell that they are part of this org.	3.70	0.78	Agree
Glad to choose this org. to work for.	3.64	0.81	Agree
This is the best of all org. to work.	3.41	0.90	Agree
Personal Characteristic	3.4986	0.4649	Agree

The following Table 5.3 was presented the answer from question asked respondents about their future expectation in next 5 years. The result showed that 43.6 % of the sampling units expected to have a higher position in this organization while 56.4 % expected to have other alternative outside organization. It may hint some silent answer regarding the opportunity of growth in hierarchy within this organization.

Table 5.3 – What do you expect to be in 5 years time? (Category)

Items	Frequency	Percent (%)	Ranking
The expectation in 5 next yr.			
This org. in a high position.	79	43.6	2
Other alternative.	102	56.4	1

5.3 Perception of respondents on individual Job Factors affecting to OC

The following section will present the respondents' perception on each job factors, which effect to OC. At the end it will show summary table of mean, standard deviation and interpretation of this factor.

5.3.1 Perception on "Job Characteristic"

The average from all answers about job characteristics mostly showed good result and the overall picture represented in "Agree" area at mean of 3.5170 with standard deviation of 0.4310. The mean of each question showed that respondents had quite good attitude toward their job. As it was asked about the interesting of the job those respondents usually do whether they are interesting enough to keep them away from getting board. From the various types of job in this organization The Result has shown most respondents agreed in Table 5.4. At the mean 3.54, the sampling unit has shown in 45.9% to Agree and 8.8% in Strongly Agree (Appendix C Table 5.10). When asked more specific in routine job. It was shown in the same direction that 86.7% of respondent do not get board with their routine job, which showed in frequency of 79, 57 and 21 from 181 respondents (mean = 3.40). It means the employees in this organization felt fine with the routine jobs (See, Appendix C Table 5.11). Respondents also felt glad and will have more encourage after they get feedback about their job as it showed quite high mean at 3.98 and the good result that shown in 62.4% to agree and 18.8% in strongly agree and will have more encourage after they get feedback about their job (Appendix C Table 5.13). The respondent also felt that the greater and more responsibility job will be delegated to the loyal and seniority employees. The percentage of respondents who feel that seniorities employee will have more chance to get greater responsibility is 63% of respondents. Another 37% did not feel that seniorities are effect to the responsibility of their job in this organization. For the fixed responsibilities of task question, at the mean of 3.49 or 7.7 % and 48.1% of respondents felt Strongly agree and Agree that they had fixed responsibilities of task to perform, which might because this organization has many operation departments and these departments have fixed task for every person.

Anyway, from the previous these fixed tasks did not make the respondents feel board with their job. In Appendix C Table 5.15 also showed that 44.2 % of respondents did not feel that their tasks were totally fixed to perform that might because of some job had flexible job to perform depends on situation.

Table 5.4 - Mean, Standard deviation and Interpretation of Job Characteristic.

Items	Mean	Sd	Interpretation
I do not have to force myself to go to work.	3.29	1.02	Undecided
Job is interesting to keep away from get board.	3.54	0.80	Agree
I am not got board with routine job.	3.40	0.90	Agree
Have adequate authority to carry on the job.	3.28	0.86	Undecided
Have more encourage after get feedback about their job.	3.98	0.65	Agree
The more seniorities and loyal employee will get greater responsibility job.	3.63	0.87	Agree
There are fix responsibility to the task to perform.	3.49	0.85	Agree
Job Characteristic	3.5170	0.4310	Agree

5.4 Perception of respondents on individual Organization Factors affecting on OC

The following sections will explain respondents' perception on each factor of Organization; Organizational Structure, Supervision, Co-worker, Career Opportunity, and Measurement/Compensation which effect to OC. At the end of each sub-variable it will show summary table of mean, standard deviation and interpretation of these factors.

5.4.1 Perception on "Organizational Structure"

The average from all answers about organization structure was located in undecided area at mean of 3.1897 with standard deviation of 0.5094. The respondents mostly did not have too much pressure on their work and felt satisfy with the overall work situation of this organization as when this research asked the respondents about

the degree of satisfaction with overall work situation, 43.6 % and 5% of respondents answered that they were satisfy and very satisfy with their overall work situation (Appendix C, Table 5.17).

Another important point was about the conflicts of interest with this organization as it showed in the question asked respondents to rating the degree of conflicts of interest between them and their organization. The result showed that 51.4% of the sampling units had only some conflict of interest between them and their organization. About 30.9% of respondents think that they have slightly conflict of interest with their organization (Appendix C, Table 5.16). This result of degree of conflict is good for organization to find out an idea to improve performance of organization.

The Organizational Structure can take effect to jobs and employees that you will see in this Data Table.

Table 5.5 - Mean, Standard deviation and Interpretation of Organizational Structure.

Items	Mean	Sd	Interpretation
Conflict of interest between employee and org.	3.34	0.79	Some conflicts
The satisfaction with overall work situation.	3.40	0.85	Satisfy
I do not have pressure of no time to do thing properly.	2.83	0.80	Undecided
Organizational Structure	3.1897	0.5094	Undecided

5.4.2 Perception on "Supervision"

The average from all answers about supervision was located in "Agree/Satisfy" area at mean of 3.5884 with standard deviation of 0.7508. Perceptions of respondents toward their supervision were shown in 4 following answers. At mean 3.87 (Appendix C Table 5.19), The result of rating the competence of superior was shown that the sampling units represented in 48.6% to Satisfy and 23.8% at Very satisfy. This data has shown about Boss (Superior) was accepted by employees. When the respondents was asked to rate the feeling with their superior's leadership style, the result were shown that at mean 3.44, (Appendix C Table 5.20) the sampling units

represented in 35.4% to satisfy and 12.7% to very satisfy while another 40.9 % answered in partly satisfy with their superior’s leadership style which made the mean of this question is in “Satisfy” area. It means employees were satisfy with leadership style of boss or executive. At mean 3.61 (Appendix C Table 5.21), the sampling units have shown in 41.4% to Agree and 15.5% to Strongly Agree. This data has shown about the most of employees are trust in executive or boss. The last question was regarding the high degree of work standard of their superior and expectation from his/her subordinates. The answer was agreed with the question at the mean of 3.43 and standard deviation of 0.93. It has shown in 40.9% to Agree and 9.4% to Strongly Agree. This data has shown about the work position of boss or executive was accepted by employees. This data has shown effect which can happen from executive behavior. In this organization still have good position in executive behavior.

It has to be note that this research asked all employees in all departments in this organization which have different job characteristic and supervised by different person, so the way each superior manage will be different from others that made the different perception in their superior.

Table 5.6 - Mean, Standard deviation and Interpretation of Supervision.

Items	Mean	Sd	Interpretation
Boss (Superior) has competency.	3.87	0.91	Satisfy
Satisfaction with leadership style of boss.	3.44	0.97	Satisfy
Able to trust in superior.	3.61	0.91	Agree
Boss (superior) work standard and expectation from the subordinated is high.	3.43	0.93	Agree
Supervision	3.5884	0.7508	Agree/Satisfy

5.4.3 Perception on “Co-worker”

All questions in this section are asked to measure the perception of respondents toward their colleague or co-worker in this organization. The overall mean of this sub-variable was agree/satisfy with the answers at the mean of 3.4378 and standard deviation of 0.5737 as you can see in Appendix C Table 5.23 – 5.26. This data has shown the relationship between workers in organization that can take effect to jobs

and organization. Researcher can describe that respondents agree and strongly agree that their co-worker had competence in their work at the rate of 61.3 % and 11.2 %, at mean 3.77, which were quite high (Appendix C table 5.23). This data has shown about competence between workers. The workers feel satisfy with each other from this data. At mean 3.43 (Appendix C Table 5.24), The sampling units represented in 48.1% to Agree and 4.4% to Strongly Agree. The treatment with respect between colleagues in this data was accepted. At the total rate of 52.5% from 108 respondents felt satisfied and very satisfied with treatment with respect between colleagues in this organization. It's shown the good relationship between employees with in organization.

Table 5.7 - Mean, Standard deviation and Interpretation of Co-worker.

Items	Mean	Sd	Interpretation
Competency of colleagues.	3.77	0.78	Satisfy
Treatment with respect between colleagues.	3.43	0.83	Satisfy
Colleagues' work standards.	3.21	0.78	Moderated
Colleagues' extra effort.	3.34	0.90	Undecided
Co-worker	3.4378	0.5737	Satisfy

5.4.4 Perception on "Career Opportunity"

In the opportunity of growth in hierarchy within this organization, at mean 3.03 many respondents had a feeling of chance in the advancement in this organization as it's shown in Appendix C Table 5.27, The sampling units represented in 42.0% to Undecided and 22.7% to Disagree. In this data has shown about the most employees are no comment or unsure about the sufficient opportunities for advancement in this organization and at mean 3.23 (See, Appendix C table 5.29), the sampling units represented in 32.6% to undecided and 19.3% to disagree, the data has shown the same result. At mean 2.56 (Appendix C table 5.29), the sampling units represented in 41.4% to undecided and 9.4% to disagree. This result has shown disagree in this case. They also thought that it is possibility that they would be promoted fairness if respondents do their job well as it's shown in Appendix C Table 5.28 and Table 5.30.

Table 5.8 - Mean, Standard deviation and Interpretation of Career Opportunity.

Items	Mean	Sd	Interpretation
There are sufficient opportunities for advancement in this org.	3.03	1.02	Undecided
The possibility to expect to be promoted fairness.	3.46	0.91	Agree
The opportunity for growth depends on ability and capability.	3.23	1.02	Undecided
It does not bother me that others who are much less involved than I am are better paid and preferred when it comes to promotion.	2.56	0.93	Disagree
Career Opportunity	3.0704	0.5523	Undecided

5.4.5 Perception on “Measurement/Compensation”

When this research asked respondents about their feeling toward the leisure time and holidays that they had, the result showed “Satisfy” at the mean of 3.71 and standard deviation of 0.87 as we can see from table 5.45 that respondents feel satisfy and very satisfy at 61.9%.

Table 5.9 – Mean, Standard deviation and Interpretation of Measurement/Compensation.

Items	Mean	Sd	Interpretation
Satisfy with leisure time and holidays.	3.71	0.87	Satisfy

5.5 Perception of respondents on individual External Factors affecting on OC

In the perception of external factors outside organization affecting on OC, they divided into 2 sub-variables; Availability of alternative and Other influence factors.

5.5.1 Perception on “Availability of Alternative”

The average mean of all 3 questions in these sub-variables is 2.7753 with standard deviation of 0.5442. At mean 3.14, the sampling units represented in 35.9% to Undecided and 20.4% to Disagree (Appendix C table 5.32). This data has shown

about the employees felt unsure in their jobs and salary earning. At mean 3.17 (Appendix C Table 5.33), the sampling units represented in 46.4% to undecided and 18.2% to disagree. This data has shown the same way opinion about jobs and salary earning.

The results showed that availability of alternatives out side organization might or might not be factors that effected on OC of employee in organization because respondents did not concentrate and give strong answer enough to the researcher to use these types of factors to link them with the dimension of OC.

Table 5.10 – Mean, Standard deviation and Interpretation of Availability of Alternative

Items	Mean	Sd	Interpretation
I shall not be able to find a similar job with roughly similar pay within the next six month.	3.14	0.98	Undecided
I will not to change job if the new job offered a 20% pay increase.	3.17	0.91	Undecided
I will not change job if the new job offered more promotional opportunities.	3.65	0.97	Agree
Availability of Alternative	3.3204	0.7415	Undecided

5.5.2 Perception on “Other Influence Factors”

There was the same direction that all questions asked for this sub-variable received the same range of answered in Undecided at the total average mean of 3.0589 with standard deviation of 0.5179.

At the mean of 2.97, it was shown that 110 from 181 respondents or 60.8% of the sampling units did not agree and disagree that they were over overlooked for promotion by their organization (See Appendix C, Table 5.36). At the mena of 3.15, almost half of respondents (45.9%) felt undecided and 33.1% of respondents did not think that they want to use this organization as a recommendation for their next job. Also at the mean of 3.04, it has been shown that they did not always try to look at the new job as it has shown that 50.8% of respondent answered undecided and 23.2% and 4.4% said that they did not turn to job classify section when they read newspaper (See Appendix C, Table 5.37)

Table 5.11 - Perception on “Other Influence Factors”

Items	Mean	Sd	Interpretation
I have not been overlooked for promotion.	2.97	0.79	Undecided
I decide to work with this org. not because this is a good recommendation for next job.	3.15	0.88	Undecided
When I read newspaper I am not always turn to job classify section.	3.04	0.90	Undecided
Other Influence Factors	3.0552	0.5682	Undecided

Summary of perception determinant on Factors affecting to OC

This section presents summary of the analysis of respondent on 4 factors affecting OC: Personal Factor, Job Factors, Organizational Factors and External Factors. This aims to answer research question number 2, 3, 4 and 5(mentioned in Chapter 1, section 1.2.1. The Likert scale with anchored point from 1 to 5 (5 point scales) was utilized as a tool to interpret mean figures showing arbitrary rating as noted in Chapter 4, section 4.4.

Looking at the overall picture, four main groups of critical variables there were three sub-variables under Organization Factors, which the respondents had high mean in rating “Agree” while mean of the rest variables are under moderated level. See table 5.7 (Summary of perception of respondents on determinants of factors affecting on OC”) on the following page.

Table 5.12

Summary of perceptions of respondents on determinants of factors affecting on OC

Perceptions on	Mean	Sd	Explanation
1) Personal Factors			
Personal characteristics	3.4986	0.4649	Agreed
Personal Factors	3.4986	0.4649	Agree
2) Job Factors			
Job characteristics	3.5170	0.4310	Agree
Job Factors	3.5170	0.4310	Agree

3) Organization Factors			
Organizational structures	3.3112	0.5427	Undecided
Supervision	3.5898	0.7532	Agree
Co-worker	3.4378	0.5737	Agree
Career opportunity	3.1575	0.5665	Undecided
Measurement and Compensation	3.71	0.87	Agree
Organization Factors	3.3987	0.3901	Undecided
4) External Factors			
Availability of alternative (Reversed)	3.3204	0.7415	Undecided
Other influence factors	3.0552	0.5682	Undecided
External Factors	3.1878	0.5570	Undecided

5.6 Perception of Respondents on the Affective Commitment

To make it easy to measure the level in each dimension of OC the researched would like to determine the level of commitment into 5 levels as follows.

Strongly Disagree	=	No commitment,
Disagree	=	Little commitment,
Undecided	=	Moderate commitment,
Agree	=	High commitment and
Strongly Agree	=	Very high commitment.

The overall range of the answer in affective commitment was "Agree" or "High Commitment" with mean of 3.5269 and with standard deviation of 0.3365, because the average mean from all answers about affective commitment mostly showed high score. When looked into means and frequencies in each question it shown that respondents had commitment toward this organization for example from Appendix C table 5.40 the respondents agreed that they feel that organization's problems are also their own problems at the mean of 3.77 from 5 point scale. In the question from Appendix C table 5.41 asked about the feeling of attached with organization, by 50.3% agree and 17% strongly agree respondents did not think that it would easily for them to have an attached feeling to another organization as this

organization. It was shown the same answered on the next table (see table 5.42 in Appendix C). It's shown that totally 68% of the sampling units feel as they are part of this organization (with the mean of 3.83 and standard deviation of 1.00 and this organization has a great deal of personal meaning to them at mean of 3.70 with standard deviation of 0.96. From the frequency table 5.45 in Appendix C 55.6% of the sampling units strongly agree and agree to think that they have a strong sense of belonging to this organization. The researcher would say that more than half of the answers showed the good sign of affective commitment feeling in employees of this organization and the average mean of total questions of affective commitment could not been used to evaluate the degree of commitment.

Table 5.13 - Mean, Standard deviation and Interpretation of Affective Commitment.

Items	Mean	Sd.	Interpretation
Happy to spend the rest of my career with this org.	3.36	1.06	Moderate
Enjoy discussing my org. with other people.	3.18	1.13	Moderate
Feel as this organization's problems are my own.	3.77	0.72	High
I don't think I could easily become as attached to another org. as I am to this one.	3.57	0.84	High
I feel like "a part of the family" at my org.	3.83	1.00	High
I have a feeling of emotionally attached with this org.	3.30	0.96	Moderate
This org. has a great deal of personal meaning.	3.70	0.80	High
I feel a strong sense of belonging to this org.	3.50	1.01	High
Affective Commitment	3.5269	0.3365	High

5.7 Perception of respondent on the Continuance Commitment

In the dimension of continuance commitment, the result from all questions was interpreted at "Undecided" and the average mean for overall was 3.0110 and standard deviation at 0.96. It could be said that the level of continuance commitment of the employee of this organization is in moderate level as it has shown on table 5.14 and from Appendix C, Table 5.46 – 5.53.

Table 5.14 Mean, Standard deviation and Interpretation of Continuance Commitment

Items	Mean	Sd	Interpretation
I am afraid of what might happen if quitting the job without having another one.	3.23	1.07	Moderate
Hard to leave org. now even they want to do.	3.14	0.95	Moderate
It would be disrupted if leave the organization.	2.92	1.12	Moderate
It would not cost me if I leave my org. right now.	3.23	0.92	Moderate
Staying with the org. of a matter of necessity as much as desire.	2.65	1.06	Moderate
Few options to consider leaving this organization.	2.95	0.96	Moderate
One of serious consequence of leaving the org. would be the scarcity of available of alternative.	2.65	0.93	Moderate
Leaving the org. would require considerable person sacrifice another org. may not match the overall benefits they have here.	3.32	0.99	Moderate
Continuance Commitment	3.0110	0.5051	Moderate

5.8 Perception of respondent on the Normative Commitment

In the dimension of Normative commitment, there were 2 questions that had differenced in answered from others. First was the reversed question checked that the respondents did not believe that a person must be loyal to his organization and 60.7 % or 16 and 78 persons of 181 respondents strongly disagree and disagree with that believed, See Appendix C table 5.74. It meant they believed that employee should be loyal to his/ her organization. It was also shown the same attitude in another question, which asked about believe in a sense of moral of respondents. The result from Appendix C Table 5.76 showed that 64.1% of the sampling units strongly believed and believed that loyalty was important and therefore felt a sense of moral obligation to remain in the organization. The overall mean of this dimension was 3.0235 with standard deviation of 0.3433. See table 5.81

Table 5.15 - Mean, Standard deviation and Interpretation of Normative Commitment.

Items	Mean	Sd	Interpretation
I think that people move from one company to another too often.	3.32	1.04	Moderate

I believe that a person must be loyal to his/ her organization.	3.67	0.92	High
Jumping from org. to org. is unethical to me.	2.75	0.92	Moderate
One reason I continue to work for this org. is that I believe that loyalty is important and feel a sense of moral obligation to remain.	3.62	0.83	High
It wasn't right to leave the organization for a better job.	2.87	0.97	Moderate
I was taught to believe in the value of remaining loyal to one org.	2.83	1.00	Moderate
Things were better in the day when people stayed with one org. for most of their career.	2.80	1.12	Moderate
I think that wanting to be "Company Man" is sensibility to me.	2.90	0.94	Moderate
Normative Commitment	3.1036	0.4975	Moderate

5.9 Summary of the perception on the Organizational Commitments

The average mean of all dimensions was 3.2139 with standard deviation of 0.3375 and interpreted as "Undecided" or "Moderated Commitment". We could see that the mean score of affective commitment is the highest mean compared to other two dimensions.

Table 5.16 - Mean, Standard deviation and Interpretation of Organizational Commitment

Items	Mean	Sd	Interpretation
Affective Commitment	3.5269	0.4913	High Commitment
Continuance Commitment	3.0110	0.5051	Moderated Commitment
Normative Commitment	3.1036	0.4975	Moderated Commitment
Organizational Commitment	3.2139	0.3375	Moderated Commitment

Hypotheses

To answer the research question in Chapter 1 (Section 1.2.1), some hypothesis were set in Chapter 3 (Section 3.3). Here below is the perception of statistics data to cite about the relationship toward each other.

In this research the null hypothesis was labeled as “There is no significant relationship between (independent variable) and (dependent variable).” The statistic null hypothesis was described as $H_0: \tau = 0$; $H_a: \tau \neq 0$, and was applied to test all hypotheses in this research.

The correlation coefficient, which measures the association between two variables, was tested by using Pearson Correlation and test with the Confident Interval of 95%, was established as a benchmark with critical value of the statistic, the value of the statistic was then calculated to see if it meets that level. If the calculated value of the statistic exceeds the critical value, the result being tested is statistically significant. Generally, the symbol H_0 is null hypothesis, and H_a is the alternative hypothesis. The result of hypothesis testing is presented subsequently.

The measurement tools used to measure the difference was One-way ANOVA test, to determining that differences quantitative dependent variable by a single factor (independent) variable

5.10 Relationship of Personal Factor to Dimensions of OC.

The purpose was to test the association between personal factor and organizational commitment, which is considered as the factor determinant contributing affecting organizational commitment in different dimensions. This will show if personal factor is affecting to organizational commitment.

H_{01} : There is no significant relationship between Personal Factors to dimensions of OC.

H_{a1} : There is a significant relationship between Personal Factors to dimensions of OC.

Table 5.17 Correlations between Personal Factor and OC.

		Organizational Commitment	Personal Factor
Organizational Commitment	Pearson Correlation	1.000	0.418**
	Sig. (2-tailed)	.	.000
	N	181	181
Personal Factor	Pearson Correlation	0.418**	1.000
	Sig. (2-tailed)	.000	.
	N	181	181

** .Correlation is significant at the 0.01 level (2-tailed).

Where: $H_{01}: \tau = 0$

$H_{a1}: \tau \neq 0$

$\alpha = .05$; 95% level of significance

Decision rule:

If the P-value (significance of correlation) $>$ the value of α ; then reject H_{a1} , accept H_{01}

If the P-value (significance of correlation) $<$ the value of α ; then reject H_{01} , accept H_{a1}

Therefore:

From the Pearson Correlation test (table 5.17), the null hypothesis of testing correlation was reject H_{01} and accept H_{a1} at 0.05 level of significant. Result showed that There was a significant relationship between Personal Factor and Organizational Commitment as the p-value showed .000, which was smaller than alpha (α) value of 0.01 at 99% Confident Interval. From table 5.17, the result at the value of correlation coefficient equals .418 also showed that the relationship between two variables were strong in the positive direction, which could implement that personal factor strongly affecting employees to have organizational commitment.

Going deep into details of relationship of each sub-variable, as shown in Table 5.18, It was shown that sub-variable of personal factors; personal characteristic have a significant relationships with two sub-variables of OC as following details;

Table 5.18 - Correlations between Personal Characteristic and Dimension of OC

		Affective Commitment	Continuance Commitment	Normative Commitment
PER	Pearson Correlation	.553**	-.005	.310**
	Sig. (2-tailed)	.000	.942	.000

** . Correlation is significant at the 0.01 level (2-tailed).

PER = Personal Characteristic.

1. There was a strong positive relationship between Personal characteristic and Affective Commitment at significant p-value of .000 and the value of correlation coefficient equals .553. The correlation was significant at .01 levels under 2-tailed test, which means that result was 99% accurate. Therefore, rejected H_{01} and accept H_{a1} .

2. There was no significant relationship between Personal characteristic and Continuance Commitment. Therefore, rejected H_{a1} and accept H_{01} .

3. There was a strong positive relationship between Personal characteristic and Normative Commitment at significant p-value of .000 and the value of correlation coefficient equals .310. The correlation was significant at .01 level under 2-tailed test, which means that result was 99% accurate. Therefore, rejected H_{a1} and accept H_{01} .

5.11 Relationship of Job Factor to Dimensions of OC.

H_{02} : There is no significant relationship between Job Factors to dimensions of OC.

H_{a2} : There is a significant relationship between Job Factors to dimensions of OC.

Table 5.19 Correlation between Job Factor and OC.

		Organizational Commitment	Job Factor
Organizational Commitment	Pearson Correlation	1.000	.185*
	Sig. (2-tailed)	.	.013
	N	181	181
Job Factor	Pearson Correlation	.185*	1.000
	Sig. (2-tailed)	.013	.
	N	181	181

*. Correlation is significant at the 0.05 level (2-tailed).

Where: H_0 : $\tau = 0$

H_a : $\tau \neq 0$

$\alpha = .05$; 95% level of significance

Decision rule:

If the P-value (significance of correlation) > the value of α ; then reject H_a , accept H_0

If the P-value (significance of correlation) < the value of α ; then reject H_0 , accept H_a

Therefore:

From the Pearson Correlation test (table 5.19), the null hypothesis of testing correlation was reject H_0 and accept H_a at 0.05 level of significant. Result was shown that There was a significant relationship between Job Factor and Organizational Commitment as the p-value showed .013, which was smaller than alpha (α) value of 0.05 at 95% Confident Interval. At the value of correlation coefficient equals .185 also showed that the relationship between two variables was in the positive direction. Researched could implement job factor effect employees to have commitment to their organization.

Going deep into details of relationship of each sub-variable, as shown in Table 5.20, It was shown that sub-variable of job factors; Job characteristic have significant relationships with all sub-variables of OC as following details;

Table 5.20 Correlations between Job Characteristic and Dimension of OC

		Affective Commitment	Continuance Commitment	Normative Commitment
JOB	Pearson Correlation	.419**	-.194**	.159*
	Sig. (2-tailed)	.000	.009	.032

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed)

JOB = Job Characteristic

1. There was a strong positive relationship between Job characteristic and Affective Commitment at significant p-value of .000 and the value of correlation coefficient equals .419. The correlation was significant at .01 levels under 2-tailed test, which means that result was 99% accurate. Therefore, rejected H_02 and accept H_{a2} .

2. There was a strong negative relationship between Job characteristic and Normative Commitment at significant p-value of .009 and the value of correlation coefficient equals -.194. The correlation was significant at .01 levels under 2-tailed test, which means that result was 99% accurate. Therefore, rejected H_02 and accept H_{a2} .

3. There was a positive relationship between Job characteristic and Normative Commitment at significant p-value of .032 and the value of correlation coefficient equals .159. The correlation was significant at .05 levels under 2-tailed test, which means that result was 95% accurate. Therefore, rejected H_02 and accept H_{a2} .

5.12 Relationship of Organization Factors to Dimensions of OC.

H_{03} : There is no significant relationship between Organizational Factors to dimensions of OC.

H_{a3} : There is a significant relationship between Organizational Factors to dimensions of OC.

Table 5.21 Correlation between Organization Factor and OC.

		Organization Factors	Organizational Commitment
Organization Factors	Pearson Correlation	1.000	0.232**
	Sig. (2-tailed)	.	.002
	N	181	181
Organizational Commitment	Pearson Correlation	0.232**	1.000
	Sig. (2-tailed)	.002	.
	N	181	181

** .Correlation is significant at the 0.01 level (2-tailed).

Where: $H_03: \tau = 0$

$H_a3: \tau \neq 0$

$\alpha = .05$; 95% level of significance

Decision rule:

If the P-value (significance of correlation) > the value of α ; then reject H_a3 , accept H_03

If the P-value (significance of correlation) < the value of α ; then reject H_03 , accept H_a3

Therefore:

From the Pearson Correlation test (table 5.21), the null hypothesis of testing correlation was reject H_0 and accept H_a at 0.05 level of significant. Result was shown that there was a significant relationship between Organization Factors and Organizational Commitment as the p-value showed .002, which was smaller than alpha (α) value of 0.01 at 99% Confident Interval. At the value of correlation coefficient equals .232 also showed that the relationship between two variables was in the positive direction. Researched could implement that organization factors effect employees to have commitment to their organization.

Going deep into details of relationship of each sub-variable, as shown in Table 5.22, It showed the level of relationships between each sub-variable of organization factors and sub-variables of OC dimension as following details;

Table 5.22 Correlations between Organization Factors and Dimension of OC

		Affective Commitment	Continuance Commitment	Normative Commitment
STR	Pearson Correlation	.236**	.002	.160*
	Sig. (2-tailed)	.001	.982	.032
SUP	Pearson Correlation	.166*	-.123	.036
	Sig. (2-tailed)	.026	.100	.633
COW	Pearson Correlation	.225**	-.020	.097
	Sig. (2-tailed)	.002	.785	.192
CAR	Pearson Correlation	.161*	-.024	.275**
	Sig. (2-tailed)	.030	.749	.000
MEA	Pearson Correlation	.158*	.089	.059
	Sig. (2-tailed)	.034	.233	.430

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed)

STR = Organization Structure, SUP = Supervision, COW = Co-worker, CAR = Career Opportunity,
MEA = Measurement/Compensation.

5.12.1 Relationship between Organizational Structure and dimensions of OC

1. There was a strong positive relationship between Organizational Structure and Affective Commitment at significant p-value of .000 and the value of correlation coefficient equals .236. The correlation is significant at .01 levels under 2-tailed test, which means that result is 99% accurate. Therefore, rejected H_{03} and accept H_{a3} .

2. There was no significant relationship between Organizational Structure and Continuance Commitment. Therefore, rejected H_{a3} and accept H_{03} .

3. There was a positive relationship between Organizational Structure and Normative Commitment at significant p-value of .032 and the value of correlation coefficient equals .160. The correlation is significant at .05 levels under 2-tailed test, which means that result is 95% accurate. Therefore, rejected H_{03} and accept H_{a3} .

5.12.2 Relationship between Supervision and dimensions of OC

1. There was a positive relationship between Supervision and Affective Commitment at significant p-value of .026 and the value of correlation coefficient equals .166. The correlation is significant at .05 levels under 2-tailed test, which means that result is 95% accurate. Therefore, rejected H_03 and accept H_a3 .
2. There was no significant relationship between Supervision and Continuance Commitment. Therefore, rejected H_a3 and accept H_03 .
3. There was no significant relationship between Supervision and Normative Commitment. Therefore, rejected H_a3 and accept H_03 .

5.12.3 Relationship between Co-worker and dimensions of OC

1. There was a strong positive relationship between Co-worker and Affective Commitment at significant p-value of .002 and the value of correlation coefficient equals .225. The correlation is significant at .01 levels under 2-tailed test, which means that result is 99% accurate. Therefore, rejected H_03 and accept H_a3 .
2. There was no significant relationship between Co-worker and Continuance Commitment. Therefore, rejected H_a3 and accept H_03 .
3. There was no significant relationship between Co-worker and Normative Commitment. Therefore, rejected H_a3 and accept H_03 .

5.12.4 Relationship between Career Opportunity and dimensions of OC.

1. There was a positive relationship between Career Opportunity and Affective Commitment at significant p-value of .030 and the value of correlation coefficient equals .161. The correlation is significant at .05 levels under 2-tailed test, which means that result is 95% accurate. Therefore, rejected H_03 and accept H_a3 .
2. There was no significant relationship between Career Opportunity and Continuance Commitment. Therefore, rejected H_a3 and accept H_03 .

3. There was a strong positive relationship between Career Opportunity and Normative Commitment at significant p-value of .000 and the value of correlation coefficient equals .275. The correlation is significant at .01 levels under 2-tailed test, which means that result is 99% accurate. Therefore, rejected H_{03} and accept H_{a3} .

5.12.5 Measurement/Compensation and dimensions of OC.

1. There was a positive relationship between Measurement/Compensation and Affective Commitment at significant p-value of .034 and the value of correlation coefficient equals .158. The correlation is significant at .05 levels under 2-tailed test, which means that result is 95% accurate. Therefore, rejected H_{03} and accept H_{a3} .

2. There was no significant relationship between Measurement/Compensation and Continuance Commitment. Therefore, rejected H_{a3} and accept H_{03} .

3. There was no significant relationship between Measurement/Compensation and Normative Commitment. Therefore, rejected H_{a3} and accept H_{03} .

5.13 Relationship of External Factors to Dimensions of OC.

H_{04} : There is no significant relationship between External Factors to dimensions of OC.

H_{a4} : There is a significant relationship between External Factors to dimensions of OC.

Table 5.23 Correlation between External Factor and OC.

		Organizational Commitment	External Factors
Organizational Commitment	Pearson Correlation	1.000	-0.316**
	Sig. (2-tailed)	.	.000
	N	181	181
External Factors	Pearson Correlation	-0.316**	1.000
	Sig. (2-tailed)	.000	.
	N	181	181

** .Correlation is significant at the 0.01 level (2-tailed).

Where: $H_04: \tau = 0$

$H_a4: \tau \neq 0$

$\alpha = .05$; 95% level of significance

Decision rule:

If the P-value (significance of correlation) > the value of α ; then reject H_a4 , accept H_04

If the P-value (significance of correlation) < the value of α ; then reject H_04 , accept H_a4

Therefore:

From the Pearson Correlation test (table 5.23), the null hypothesis of testing correlation was reject H_0 and accept H_a at 0.05 level of significant. Result showed that There was a significant relationship between External Factor and Organizational Commitment as the p-value showed .000, which was smaller than alpha (α) value of 0.01 at 99% Confident Interval. From table 5.24, the result at the value of correlation coefficient equals -.316 also showed that the relationship between two variables were strong in the negative direction, which could implement that the overall external factor had a strongly effect in the negative direction on employees to withdraw the commitment from their organization.

Going deep into details of relationship of each sub-variable, as shown in Table 5.24, It showed the level of relationships between each sub-variable of external factors and sub-variables of OC dimension as following details;

Table 5.24 Correlations between External Factors and Dimension of OC

		Affective Commitment	Continuance Commitment	Normative Commitment
ALT	Pearson Correlation	.152*	-.185*	.416**
	Sig. (2-tailed)	.042	.013	.000
INF	Pearson Correlation	-.016	-.042	-.160*
	Sig. (2-tailed)	.829	.578	.032

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed)

ALT = Availability of Alternative, INF = Other Influence factors.

5.13.1 Availability of Alternative and dimensions of OC

1. There was a positive relationship between Availability of Alternative and Affective Commitment at significant p-value of .042 and the value of correlation coefficient equals .152. The correlation was significant at .05 levels under 2-tailed test, which means that result was 95% accurate. Therefore, rejected H_04 and accept H_{a4} .

2. There was a negative relationship between Availability of Alternative and Normative Commitment at significant p-value of .013 and the value of correlation coefficient equals -.185. The correlation was significant at .05 levels under 2-tailed test, which means that result was 95% accurate. Therefore, rejected H_04 and accept H_{a4} .

3. There was a strong positive relationship between Availability of Alternative and Normative Commitment at significant p-value of .000 and the value of correlation coefficient equals .416. The correlation was significant at .01 levels under 2-tailed test, which means that result was 99% accurate. Therefore, rejected H_04 and accept H_{a4} .

5.13.2 Other Influence factors and dimensions of OC.

1. There was no significant relationship between Other Influence factors and Affective Commitment. Therefore, rejected H_{a4} and accept H_04 .

2. There was no significant relationship between Other Influence factors and Continuance Commitment. Therefore, rejected H_{a4} and accept H_{o4} .

3. There was a negative relationship between Other Influence factors and Normative Commitment at significant p-value of .032 and the value of correlation coefficient equals -.160. The correlation is significant at .05 levels under 2-tailed test, which means that result is 95% accurate. Therefore, rejected H_{o4} and accept H_{a4} .

5.14 Difference among levels of Demographic profiles and dimensions of OC.

The purpose was to test difference among difference levels of Demographic profiles with dimensions of OC, which is considered as the factor determinant contributing affecting organizational commitment in different dimensions. This will show if each demographic profile is affecting to organizational commitment.

H_{o5} : There is no significant difference in term of OC's dimensions among difference level of Demographic Profiles.

H_{a5} : There is a significant difference in term of OC's dimensions among difference level of Demographic Profiles.

Where: H_{o5} : $\tau = 0$

H_{a5} : $\tau \neq 0$

$\alpha = .05$; 95% level of significance

Decision rule:

If the P-value (significance of difference) > the value of α ; then reject H_{a5} , accept H_{o5}

If the P-value (significance of correlation) < the value of α ; then reject H_{o5} , accept H_{a5}

5.14.1 Descriptive of difference Gender and Dimensions of OC.

Table 5.25 Difference between Gender and dimensions of OC.

2 - Gender		N	Mean	Std. Deviation	Std. Error Mean
Affective Commitment	Male	126	3.5238	.4582	4.1E-02
	Female	55	3.5341	.5644	7.6E-02
Continuance Commitment	Male	126	3.0298	.4849	4.3E-02
	Female	55	2.9682	.5508	7.4E-02
Normative Commitment	Male	126	3.1736	.4793	4.3E-02
	Female	55	2.9432	.5056	6.8E-02

The researcher would like to determine the level of commitment into 5 levels as follows; no commitment, few commitment, moderate commitment, high commitment and very high commitment. As per Table 5.25, the mean score of Male and Female for Affective Commitment were 3.5238 and 3.5341, which could implied that both gender "Agreed" or had high degree of Affective commitment to their organization. For other two dimensions of commitments the mean scores of Male and Female for Continuance Commitment were 3.0298 and 2.9682 and for Normative Commitment were 3.1736 and 2.9432. All means could interpret that both male and female had moderated degree or did not concern much on the continuance and normative commitment.

Table 5.26 Difference between Gender and dimensions of OC. (ANOVA)

		df	F	Sig.
Affective Commitment	Between Groups	1	.017	.897
	Within Groups	179		
	Total	180		
Continuance Commitment	Between Groups	1	.568	.452
	Within Groups	179		
	Total	180		
Normative Commitment	Between Groups	1	8.557	.004
	Within Groups	179		
	Total	180		

5.14.1.1 Difference of Gender and Affective Commitment

Although both gender have high degree of commitment in dimension of Affective to their organization, but from the One-way ANOVA test (table 5.26), the null hypothesis of testing difference was accept H_0 and reject H_a at 0.05 level of significant. Result showed that *There was no significant difference between 2 Gender and Affective Commitment* as the p-value showed .897, which was greater than alpha value of 0.05 at 95% Confident Interval.

5.14.1.2 Difference of Gender and Continuance Commitment

From the One-way ANOVA test (table 5.26), the null hypothesis of testing difference was accept H_0 and reject H_a at 0.05 level of significant. Result showed that *There was no significant difference between 2 Gender and Continuance Commitment* as the p-value showed .452, which was greater than alpha value of 0.05 at 95% Confident Interval.

5.14.1.3 Difference of Gender and Normative Commitment

From the One-way ANOVA test (table 5.26), the null hypothesis of testing difference was accept H_0 and reject H_a at 0.05 level of significant. Result showed that *There was a significant difference between 2 Gender and Normative Commitment* as the p-value showed .004, which was less than alpha value of 0.05 at 95% Confident Interval. It could implement that Male and Female have difference attitude toward the feeling of obligation to stay with the organization because of social pressures for others against leaving.

5.14.2 Descriptive of difference groups of Age and Dimensions of OC.

Table 5.27 Descriptive of difference groups of Age and dimensions of OC.

		N	Mean	Std. Deviation
Affective Commitment	25 or below	19	3.4605	.3586
	26 – 30	60	3.4667	.5397
	31 – 40	94	3.5824	.4621
	41 – 50	7	3.4464	.7530
	51 – above	1	3.7500	-
	Total	181	3.5269	.4913
Continuance Commitment	25 or below	19	3.0461	.5910
	26 – 30	60	2.9167	.4776
	31 – 40	94	3.0399	.4899
	41 – 50	7	3.4286	.5147
	51 – above	1	2.3750	-
	Total	181	3.0110	.5051
Normative Commitment	25 or below	19	3.4211	.6225
	26 – 30	60	2.9521	.4678
	31 – 40	94	3.1077	.4447
	41 – 50	7	3.4286	.5901
	51 – above	1	3.5000	-
	Total	181	3.1036	.4975

As per Table 5.27, the mean score of different range of Age for Affective Commitment were 3.4605, 3.4667, 3.5824, 3.4464 and 3.7500, which could implied that in all range of employee in term of age “Agreed” or had high degree of Affective Commitment to their organization. For Continuance Commitments the mean scores of each range of age were 3.0461, 2.9167, 3.0399, 3.4286 and 2.3750. For Normative Commitment the mean scores for each range of age were 3.4211, 2.9521, 3.1077, 3.4286 and 3.5000. From the mean score of Continuance Commitment it showed that employees in range between 41 – 50 years old had higher concerned in compelled to commit to the organization because the monetary and other costs associated with leaving than other ranges of age. They also had high feeling of commitment because of social involved or other pressure. From the mean score also pointed that employee in age range 51 years old and above did not concern much about the monetary and

other costs associated with leaving but because they had the highest score for the sense of belonging that attached to organization and also because of social pressures or other pressure such as the believe that this was the right and moral way to stay with organization. Mostly the means of Affective Commitment and Continuance Commitment were shown the result in the same directions but means of different group of age in Normative Commitment were varieties than other two groups.

Table 5.28 Difference among difference groups of Age and dimensions of OC. (ANOVA)

		df	F	Sig.
Affective Commitment	Between Groups	4	.706	.589
	Within Groups	176		
	Total	180		
Continuance Commitment	Between Groups	4	2.279	.063
	Within Groups	176		
	Total	180		
Normative Commitment	Between Groups	4	4.567	.002
	Within Groups	176		
	Total	180		

5.14.2.1 Difference among difference group of Age and Affective Commitment

Although every range of age had high degree of commitment in dimension of Affective to their organization, but from the One-way ANOVA test (table 5.28), the null hypothesis of testing difference was accept H_0 and reject H_a at 0.05 level of significant. Result showed that There was no significant difference among difference groups of Age and Affective Commitment as the p-value showed .589, which was greater than alpha value of 0.05 at 95% Confident Interval. It could implement that among difference range age there were similar in attitude toward the feeling that desire to remain in this organizations because they endorsed what the organization stands for and were willing to help it in its mission.

5.14.2.2 Difference among difference groups of Age and Continuance Commitment

From the One-way ANOVA test (table 5.28), the null hypothesis of testing difference was accept Ho and reject Ha at 0.05 level of significant. Result showed that *There was no significant difference among difference groups of Age and Continuance Commitment* as the p-value showed .063, which was greater than alpha value of 0.05 at 95% Confident Interval. It could implement that among difference range of age there were the same attitude toward the feeling compel to commit to the organization because monetary, social, psychological and other costs associated with leaving.

5.14.2.3 Difference among difference groups of Age and Normative Commitment

From the One-way ANOVA test (table 5.28), the null hypothesis of testing difference was accept Ho and reject Ha at 0.05 level of significant. Result showed that *There was a significant difference among difference groups of Age and Normative Commitment* as the p-value showed .002, which was less than alpha value of 0.05 at 95% Confident Interval. It could implement that among difference range age there have difference attitude toward the feeling of obligation to stay with the organization because of social pressures for others against leaving.

5.14.3 Descriptive among range of Education attainment and Dimensions of OC.

Table 5.29 Descriptive of Education attainment and dimensions of OC.

		N	Mean	Std. Deviation
Affective Commitment	M.3 or lower	19	3.5855	.4391
	M.6 or equivalent	61	3.5287	.4881
	Diploma or Certificate	40	3.5531	.4072
	Bachelor Degree	60	3.4813	.5641
	Master degree or higher	1	4.0000	-
	Total	181	3.5269	.4913

Continuance Commitment	M.3 or lower	19	3.0855	.3462
	M.6 or equivalent	61	3.0738	.4618
	Diploma or Certificate	40	3.1156	.4371
	Bachelor Degree	60	2.8625	.5987
	Master degree or higher	1	2.5000	-
	Total	181	3.0110	.5051
Normative Commitment	M.3 or lower	19	3.2697	.3517
	M.6 or equivalent	61	3.3258	.4662
	Diploma or Certificate	40	3.0156	.4015
	Bachelor Degree	60	2.8979	.5190
	Master degree or higher	1	2.2500	-
	Total	181	3.1036	.4975

As per Table 5.29, the mean score of different range of education level for Affective Commitment were 3.5855, 3.5287, 3.5531, 3.4813 and 4.0000, which could implied that in all range of employee in term of age “Agreed” or had high degree of Affective Commitment to their organization. For Continuance Commitments the mean scores of each range of age were 3.0855, 3.0738, 3.1156, 2.8625 and 2.5000. For Normative Commitment the mean scores for each range of age were 3.2697, 3.3258, 3.0156, 2.8979 and 2.2500. From the mean score of three dimensions of OC it could be noticed that employee who graduated from Master degree or higher had highest level of affective commitment because they had the highest score for the sense of belonging that attached to organization, but low level in compelled to commit to the organization did not concern much about the monetary and other costs associated with leaving and also the social pressures or other pressure did not effect to their believe in staying with organization.

Table 5.30 Difference among Education attainment and dimensions of OC.(ANOVA)

		df	F	Sig.
Affective Commitment	Between Groups	4	.452	.771
	Within Groups	176		
	Total	180		
Continuance Commitment	Between Groups	4	2.393	.052
	Within Groups	176		

	Total	180		
Normative Commitment	Between Groups	4	8.359	.000
	Within Groups	176		
	Total	180		

5.14.3.1 Difference among levels of Education attainment and Affective Commitment

Although every levels of education of employee had high degree of commitment in dimension of Affective to their organization, but from the One-way ANOVA test (table 5.30), the null hypothesis of testing difference was accept Ho and reject Ha at 0.05 level of significant. Result showed that *There was no significant difference among levels of Educational Attainment and Affective Commitment* as the p-value showed .771, which was greater than alpha value of 0.05 at 95% Confident Interval. It could implement that among difference level of education there were similar in attitude toward the feeling that desire to remain in this organizations because they endorsed what the organization stands for and were willing to help it in its mission.

5.14.3.2 Difference among levels of Educational Attainment and Continuance Commitment

From the One-way ANOVA test (table 5.30), the null hypothesis of testing difference was accept Ho and reject Ha at 0.05 level of significant. Result showed that *There was no significant difference among levels of Educational Attainment and Continuance Commitment* as the p-value showed .052, which was greater than alpha value of 0.05 at 95% Confident Interval. It could implement that among difference level of education there were the same attitude toward the feeling compel to commit to the organization because monetary, social, psychological and other costs associated with leaving.

5.14.3.3 Difference among levels of Educational Attainment and Normative Commitment

From the One-way ANOVA test (table 5.30), the null hypothesis of testing difference was accept Ho and reject Ha at 0.05 level of significant. Result showed that *There was a significant difference among levels of Educational Attainment and Normative Commitment* as the p-value showed .000, which was less than alpha value of 0.05 at 95% Confident Interval. It could implement that among difference level of education there had difference attitude toward the feeling of obligation to stay with the organization because of social pressures for others against leaving.

5.14.4 Difference among difference Marital Statuses and Dimensions of OC.

Table 5.31 Descriptive among difference Marital Statuses and dimensions of OC.

		N	Mean	Std. Deviation
Affective Commitment	Single	98	3.5102	.4464
	Married	76	3.5691	.5383
	Divorce	7	3.3036	.5584
	Total	181	3.5269	.4913
Continuance Commitment	Single	98	2.9349	.5172
	Married	76	3.1036	.4714
	Divorce	7	3.0714	.5857
	Total	181	3.0110	.5051
Normative Commitment	Single	98	3.0510	.5108
	Married	76	3.1875	.4876
	Divorce	7	2.9286	.2588
	Total	181	3.1036	.4976

As per Table 5.31, the mean score of different marital statuses for Affective Commitment were 3.5102, 3.5691 and 3.3036. For Continuance Commitments the

mean scores of each range of age were 2.9349, 3.1036 and 3.0714. For Normative Commitment the mean scores for each range of age were 3.0510, 3.1875 and 2.9286. From the mean score of three dimensions of OC it could implied that employees who married had higher commitment to the organization in all dimensions that single employee and divorce employee. Divorce employees had less affective commitment but concerned more in compelled to commit to the organization in term of monetary and other costs associated with leaving than single employees.

Table 5.32 Difference among difference Marital Statuses and dimensions of OC. (ANOVA)

		df	F	Sig.
Affective Commitment	Between Groups	2	1.061	.348
	Within Groups	178		
	Total	180		
Continuance Commitment	Between Groups	2	2.479	.087
	Within Groups	178		
	Total	180		
Normative Commitment	Between Groups	2	2.086	.127
	Within Groups	178		
	Total	180		

5.14.4.1 Difference among difference Marital Statuses and Affective Commitment

Although almost all means marital status had high degree of commitment in dimension of Affective to their organization, but from the One-way ANOVA test (table 5.32), the null hypothesis of testing difference was accept H_0 and reject H_a at 0.05 level of significant. Result showed that *There was no significant difference among difference Marital Statuses and Affective Commitment* as the p-value showed .348, which was greater than alpha value of 0.05 at 95% Confident Interval. It could implement that among difference marital statuses there were similar in attitude toward the feeling that desire to remain in this organization because they endorsed what the organization stands for and were willing to help it in its mission.

5.14.4.2 Difference among difference Marital Statuses and Continuance Commitment

From the One-way ANOVA test (table 5.32), the null hypothesis of testing difference was accept H_0 and reject H_a at 0.05 level of significant. Result showed that *There was no significant difference among difference Marital Statuses and Continuance Commitment* as the p-value showed .087, which was greater than alpha value of 0.05 at 95% Confident Interval. It could imply that among difference marital statuses there were the same attitude toward the feeling compel to commit to the organization because monetary, social, psychological and other costs associated with leaving.

5.14.4.3 Difference among difference Marital Statuses and Normative Commitment

From the One-way ANOVA test (table 5.28), the null hypothesis of testing difference was accept H_0 and reject H_a at 0.05 level of significant. Result showed that *There was no significant difference between difference Marital Statuses and Normative Commitment* as the p-value showed .127, which was greater than alpha value of 0.05 at 95% Confident Interval. It could implement that among difference marital statuses there had similar attitude toward the feeling of obligation to stay with the organization because of social pressures for others against leaving.

5.15 Difference among groups of Job-related profiles and dimensions of OC.

The purpose was to test difference among difference levels of Demographic profiles with dimensions of OC, which is considered as the factor determinant contributing affecting organizational commitment in different dimensions. This will show if each demographic profile is affecting to organizational commitment.

H₀₆: There is no significant difference in term of OC dimensions among difference level of Job-related Profile.

H_{a6}: There is a significant difference in term of OC dimensions among difference level of Job-related Profiles.

Where: H₀₆: $\tau = 0$

H_{a6}: $\tau \neq 0$

$\alpha = .05$; 95% level of significance

Decision rule:

If the P-value (significance of difference) > the value of α ; then reject H_{a6}, accept H₀₆

If the P-value (significance of correlation) < the value of α ; then reject H₀₆, accept H_{a6}

5.15.1 Difference among different group of Job Tenure and Dimensions of OC.

Table 5.33 Descriptive among difference group of Job Tenure and dimensions of OC.

		N	Mean	Std. Deviation
Affective Commitment	Less than 1 year	45	3.5861	.4195
	1 – Less than 3 years	67	3.4646	.5121
	3 – Less than 5 years	20	3.3750	.3295
	5 – Less than 7 years	22	3.6193	.5741
	7 – Less than 10 years	17	3.6985	.5396
	10 years or above	10	3.4875	.5935
	Total	181	3.5269	.4913
Continuance Commitment	Less than 1 year	45	3.0944	.5384
	1 – Less than 3 years	67	3.0149	.4572
	3 – Less than 5 years	20	2.8813	.3879
	5 – Less than 7 years	22	2.8409	.5646
	7 – Less than 10 years	17	3.0074	.5294
	10 years or above	10	3.2500	.6208
	Total	181	3.0110	.5051
Normative Commitment	Less than 1 year	45	3.2694	.5875
	1 – Less than 3 years	67	3.0280	.4490

3 – Less than 5 years	20	3.0750	.3982
5 – Less than 7 years	22	2.8239	.4703
7 – Less than 10 years	17	3.2500	.3366
10 years or above	10	3.2875	.5305
Total	181	3.1036	.4975

As per Table 5.33, the mean score of different range of education level for Affective Commitment were 3.5861, 3.4646, 3.3750, 3.6193, 3.6985 and 3.4875, which could implied that in almost all range of employee in term of job tenure had high degree of Affective Commitment to their organization. For Continuance Commitments the mean scores of each range of age were 3.0944, 3.0149, 2.8813, 2.8409, 3.0074 and 3.2500. For Normative Commitment the mean scores for each range of age were 3.2694, 3.0280, 3.0750, 2.8239, 3.2500 and 3.2875. From the mean score of three dimensions of OC it could be noticed that employees who work with this organization for more than 10 years had high sense of belonging that attached to organization (affective commitment), but also concern much about the monetary and other costs associated with leaving (continuance commitment) and the social pressures or other pressure effected to their believe in staying with organization (normative commitment).

Table 5.34 Difference among range of Job Tenure and dimensions of OC. (ANOVA)

		df	F	Sig.
Affective Commitment	Between Groups	5	1.324	.256
	Within Groups	175		
	Total	180		
Continuance Commitment	Between Groups	5	1.477	.200
	Within Groups	175		
	Total	180		
Normative Commitment	Between Groups	5	3.510	.005
	Within Groups	175		
	Total	180		

5.15.1.1 Difference among difference groups of Job Tenure and Affective Commitment

Although every levels of education of employee had high degree of commitment in dimension of Affective to their organization, but from the One-way ANOVA test (table 5.34), the null hypothesis of testing difference was accept H0 and reject H1 at 0.05 level of significant. Result showed that *There was no significant difference among difference group of Job Tenure and Affective Commitment* as the p-value showed .256, which was greater than alpha value of 0.05 at 95% Confident Interval. It could implement that among difference years of job tenure there were similar in attitude toward the feeling that desire to remain in this organizations because they endorsed what the organization stands for and were willing to help it in its mission.

5.15.1.2 Difference among difference groups of Job Tenure and Continuance Commitment

From the One-way ANOVA test (table 5.34), the null hypothesis of testing difference was accept Ho and reject Ha at 0.05 level of significant. Result showed that *There was no significant difference among difference group of Job Tenure and Continuance Commitment* as the p-value showed .200, which was greater than alpha value of 0.05 at 95% Confident Interval. It could implement that among difference years of job tenure there were the same attitude toward the feeling compel to commit to the organization because monetary, social, psychological and other costs associated with leaving.

5.15.1.3 Difference among difference groups of Job Tenure and Normative Commitment

From the One-way ANOVA test (table 5.34), the null hypothesis of testing difference was accept Ho and reject Ha at 0.05 level of significant. Result showed that *There was a significant difference among difference group of Job Tenure and Normative Commitment* as the p-value showed .005, which was less than alpha value

of 0.05 at 95% Confident Interval. It could implement that among difference years of job tenure there had difference attitude toward the feeling of obligation to stay with the organization because of social pressures for others against leaving.



CHAPTER 6

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

After the interpretation and generalization of the statistical results in chapter 5 it would be better for the readers to have more convenience and clear understanding of this research finding by going through this chapter. This chapter presents the factors associated with summary of findings, conclusions, recommendations where this could be used as part of reference in looking at a way to take further step in developing and strengthening some area. It started from summarize the research problems and research hypotheses. Then the researcher has discussed the important findings and concluded the whole outcome of the study in the second section. The third section is the recommendations based on the interesting issues and the last one is the suggestions for future research.

6.1 Summary of Findings

The statistical result and finding in Chapter 5 in responding to the statement of the research problem (stated in Chapter 1) and Hypothesis. The result of “A study of relationship between determinant and the dimensions of Organizational Commitment: A case study of Brink’s (Thailand)” could be summarized as follows:-

6.1.1 Demographic profiles and job-related factors of respondents

(Research Question 1)

Gender: The majority of staff in this company was male representing by 69.6% which was 126 people from the total 181. Female were only at 30.4% with a number of 55 people.

Age: There were 5 ranges of age group. The major group of respondents were between 31 – 40 years old with 51.9%. The second (26 – 30 years) with 33.1% and there was only one respondent who was in age range from 51 years old and above.

Education Attainment: Refer to level of education, it was grouped in to 5 categories starting from the lowest level as lower than M. 3 up to the highest level as Master Degree or higher. The majority of respondents have two groups of 61 respondents (33.7%) in M. 6 or equivalent and 60 respondents (33.1%) in Bachelor Degree. There was only one respondent or 0.6% who graduated from the range of Master Degree or higher.

Marital Status: Single respondents were 54.1% (98 people). Married respondents were 42% or 79 people from the total 181 while only 3.9% or 7 people are divorce.

Job Tenure: The job tenure was ranged from less than 1 year until more than 10 years. The largest group of 67 people (37%) were in the second range of 1 – less than 3 years, following by 24.9% of less than 1 year group.

6.1.2 Perceptions of respondents on personal factors affecting OC

(Research Question 2)

The average from all answers about personal characteristics mostly showed good result. Therefore the overall picture represented in agree area at mean of 3.4986 with standard deviation of 0.4649 which means that respondents had quite good personal attitude toward organization as it shown that asked about the feeling of proud to be part of this organization. Most of the sampling units (81.8%) willing to put in great deal of effort to help this organization be successful (mean = 4.04). It was shown that 43.1% of respondent or mean of 3.04, they always used more energy and times for their work, even if they were not been paid. The result also showed that 19.9% of respondents indicated strongly agree and 48.1% also agree on willing to work overtime (mean = 3.76). It was shown that 123 from 181 respondents or 67% of the sampling units felt proud to tell others that they are part of this organization (mean = 3.70). (Appendix C, Table 5.6). At the mean of 3.64, 60.7% of the respondents (strongly agree and agree) also felt glad to work with this organization. It showed that at the mean of 3.51, there were totally 99 from 181 respondents (54.4%) strongly

agree and agree that this organization is a great organization to work for. (Appendix C, Table 5.5). For question that asked for the extremely feeling that respondent feel glad to choose this organization to work for, over others at the time they joined (See Appendix C, Table 5.7). There were 11% or 20 out of 181 who really feel extremely glad and 49.7% or 90 of the sampling units agree with this question. And from Appendix C, Table 5.8 the result shown 50.3% of sampling units (42%) agreed and (8.3%) strongly agreed that this is the best of all possible organizations for which to work (mean = 3.41).

6.1.3 Perceptions of respondents for job factors affecting OC (Research Question 3)

The average from all answers about job characteristics mostly showed good result and the overall picture represented in "Agree" area at mean of 3.5170 with standard deviation of 0.4310. The mean of each question showed that respondents had quite good attitude toward their job. As it was asked about the interesting of the job those respondents usually do whether they are interesting enough to keep them away from getting board. From the various types of job in this organization the result shown that more than half of the respondents (54.7%) think that their job is interesting to keep them away from get board (mean = 3.54). In asked specific more in routine job. It was shown in the same direction that 86.7% of respondent do not get board with their routine job, which showed in frequency of 79, 57 and 21 from 181 respondents (mean = 3.40). Respondents also felt glad and will have more encourage after they get feedback about their job as it showed quite high mean at 3.98 and the good result that 81.2 % of the sampling units will have more encourage after they get feedback about their job.

The respondent also felt that the greater and more responsibility job would be delegated to the loyal and seniority employees. The percentage of respondents who feel that seniorities employee will have more chance to get greater responsibility is 63% of respondents. Another 37% did not feel that seniorities are effect to the responsibility of their job in this organization. For the fixed responsibilities of task question, at the mean of 3.49, 55.8 % of respondents felt that they had fixed

responsibilities of task to perform, which might because this organization has many operation departments and these departments have fixed task for every person. Anyway, from the previous these fixed tasks did not make the respondents feel board with their job. In Appendix C Table 5.15 also showed that 44.2 % of respondents did not feel that their tasks were totally fixed to perform that might because of some job had flexible job to perform depends on situation.

6.1.4 Perceptions of respondents for organizational factors affecting OC in term of Organizational Structure, Supervision, Co-worker, Career Opportunity, Measurement/ Compensation(Research Question 4)

The average from all answers about organization structure was located in undecided area at mean of 3.1897 with standard deviation of 0.5094. The respondents mostly did not have too much pressure on their work (mean = 2.83) and felt satisfy with the overall work situation of this organization as when this research asked the respondents about the degree of satisfaction with overall work situation, 43.6 % and 5% of respondents answered that they were satisfy and very satisfy with their overall work situation (mean = 3.40). The conflicts of interest with this organization as it showed that 51.4% of the sampling units had only some conflict of interest between them and their organization. About 30.9% of respondents think that they have slightly conflict of interest with their organization (mean = 3.34).

The average from all answers about supervision was located in "Agree/Satisfy" area at mean of 3.5884. Most of respondents felt satisfy with their boss (superior) as showed 48 % of satisfy and 23.8% very satisfy (mean = 3.87). The result were shown that 48.1 % felt satisfy and very satisfy with their superior's leadership style and another 40.9 % answered in partly satisfy with their superior's leadership style which made the mean of this question is in "Satisfy" area. Most respondents agree that they could trust their superior with mean at 3.61 and the standard deviation of 0.91. The last question was regarding the high degree of work standard of their superior and expectation from his/her subordinates. The answer was agreed with the question at the mean of 3.43 and standard deviation of 0.93.

The overall mean which respondents measured their colleague or co-worker in this organization was satisfied at the mean of 3.4378 and standard deviation of 0.5737. Researched can describe that respondents agree and strongly agree that their co-worker had competence in their work at the rate of 61.3 % and 11.2 %. At the total rate of 52.5% from 108 respondents felt satisfied and very satisfied with treatment with respect between colleagues in this organization. It's shown the good relationship between employees with in organization.

The average mean of all answers about career opportunity in organization was "Undecided" at mean of 3.1575 with standard deviation of 0.5665. In the opportunity of growth in hierarchy within this organization, many respondents had a feeling of chance in the advancement in this organization as it's shown in table 5.40 from the reversed question that respondents did not agree that there are insufficient opportunities for advancement in their organization at 71.8 %. They also thought that it is possibility that they would be promoted fairness if respondents do their job well as it's shown in table 5.41 and table 5.42.

When this research asked respondents about their feeling toward the leisure time and holidays that they had, the result showed "Satisfy" at the mean of 3.71 and standard deviation of 0.87 as we can see from table 5.45 that respondents feel satisfy and very satisfy at 61.9%.

6.1.5 Perceptions of respondents for external factors affecting OC in term of Availability of Alternative, Other influences(Research Question 5)

In the perception of external factors outside organization affecting on OC, they divided into 2 sub-variables; Availability of Alternative and Other Influence Factors.

The average mean of all 3 questions on Availability of Alternative in these sub-variables is 2.7753. From the study the employees felt unsure in their jobs and salary earning at mean of 3.14. At mean 3.17, the sampling units represented at 46.4% to undecided in opinion about jobs and salary earning. There was the same direction that all questions asked for Other Influence Factors received the same range of answered in Undecided at the total average mean of 3.0589. At the mean of 2.97, it was shown that 60.8% of the sampling units did not agree and disagree that they were over overlooked

for promotion by their organization. Almost half of respondents (45.9%) felt undecided and 33.1% of respondents did not think that they want to use this organization as a recommendation for their next job (mean = 3.15). Also at the mean of 3.04, it has been shown that they did not always try to look at the new job when they have chance like turn to job classify section when they read newspaper.

**6.1.6 Perceptions of respondents for the dimensions of OC in term of
Affective Commitment, Normative Commitment, Continuance Commitment
(Research Question 6)**

Although overall range of OC was “Moderate Commitment” at 3.2139 mean with standard deviation of 0.3375, but the average mean from all answers about affective commitment showed “High Commitment” at mean of 3.5269 with the standard deviation of 0.4913. It was because most of the questions had high mean. When looked into means and frequencies in each question it shown that respondents had commitment toward this organization for example the respondents agreed that they feel that organization’s problems are also their own problems at the mean of 3.77 from 5 point scale. In the question asked about the feeling of attached with organization, 59.7% of respondents did not think that it would easily for them to have an attached feeling to another organization as this organization (mean = 3.57). It was shown the same answered that 68% of the sampling units feel as they are part of this organization (with the mean of 3.83 and standard deviation of 1) and this organization has a great deal of personal meaning to them at mean of 3.70 with standard deviation of 0.96. At the mean of 3.50, 55.6% of the sampling units thought that they have a strong sense of belonging to this organization. The researcher would say that more than half of the answers showed the good sign of affective commitment feeling in employees of this organization.

In the dimension of continuance commitment, the result from all questions were interpreted at “Undecided” or “Moderate Commitment” and the average mean for overall was 3.0110 and standard deviation at 0.96. At the mean of 3.23, 25.5% of respondents concerned of what might happen to them if they quit their job without having another job line up, but other 34.8% thinking of it but not much afraid on it.

There were the same directions for all answer in this type of commitment. It could be said that the level, which the employees in this organization concerned with a sense of being locked in place because of the high costs of leaving is in moderate level.

In the dimension of normative commitment, there were 2 questions that had differenced in answered from others. First was the reversed question checked that the respondents did not believe that a person must be loyal to his organization and 60.7 % or 16 and 78 persons of 181 respondents strongly disagree and disagree with that believed, See Appendix C table 5.74. It meant they believed that employee should be loyal to his/ her organization. It was also shown the same attitude in another question, which asked about believe in a sense of moral of respondents. The result from Appendix C, Table 5.76 showed that 64.1% of the sampling units strongly believed and believed that loyalty of employees is important and therefore felt a sense of moral obligation to remain in the organization. The overall mean of this dimension was 3.0235 with standard deviation of 0.3433. See table 5.81

6.1.7 The difference among demographic profiles and job-related profile to dimensions of OC (Research Question 7, Hypothesis 5 & 6)

From Chapter 5, demographic profiles and job-related profile had significant difference in difference dimensions of OC. The results had pointed out that among difference group of gender, age, educational attainment and job tenure had difference levels and perceptions of commitment in Normative Commitment as following table.

Table 6.1 Summarization for the difference among respondent’s demographic profiles and job-related profile and the dimensions of OC

Hypothesis	Statistic Test	Level of significance	Results
H5. 1 Sex and Normative Commitment	One-way ANOVA	0.004	Accept Ha
H5. 2 Age and Normative Commitment	One-way ANOVA	0.002	Accept Ha
H5. 3 Educational attainment and Normative Commitment	One-way ANOVA	0.000	Accept Ha
H5. 4 Job tenure and Normative Commitment	One-way ANOVA	0.005	Accept Ha

6.1.8 The relationship between Personal Factors and Dimensions of OC**(Research Question 8, Hypothesis 1)**

The results of hypothesis testing have stated that the significant value lower than 0.000 at the 0.05 level of significant or 95% confidence interval then rejected null hypothesis and accept H_{a1} . The results have pointed out that Personal Factor has strongly effect to employees attitude to commit to their organization.

Table 6.2 Summarization for the relationship between Personal Factor and Dimensions of OC.

Hypothesis	Statistic Test	Level of significance	Results
H1. 1 Personal Characteristic and Affective Commitment	Pearson Correlation	0.000	Accept H_a
H1. 2 Personal Characteristic and Normative Commitment	Pearson Correlation	0.000	Accept H_a

6.1.9 The relationship between Job Factors and dimensions of OC**(Research Question 9, Hypothesis 2)**

The results of hypothesis testing have stated that the significant value lower than 0.013 at the 0.05 level of significant or 95% confidence interval then rejected null hypothesis and accept H_{a2} . The results have pointed out that Job Factor affecting employees attitude to commit to their organization.

Table 6.3 Summarization for the relationship between Job Factor and Dimensions of OC.

Hypothesis	Statistic Test	Level of significance	Results
H2. 1 Job Characteristic and Affective Commitment	Pearson Correlation	0.000	Accept H_a
H2. 2 Job Characteristic and Cotinuanance Commitment	Pearson Correlation	0.009	Accept H_a
H2. 3 Job Characteristic and Normative Commitment	Pearson Correlation	0.032	Accept H_a

6.1.10 The relationship between Organization Factors and dimensions of OC (Research Question 10, Hypothesis 3)

The results of hypothesis testing had stated that the null hypothesis of testing correlation was rejecting H_{03} and accept H_{a3} at 0.05 level of significant. Result was shown that there was a significant relationship between Organization Factors and Organizational Commitment as the p-value showed .002, which was smaller than alpha (α) value of 0.01 at 99% Confident Interval. At the value of correlation coefficient equals .232 also showed that the relationship between two variables was in the positive direction. Researched could implement that organization factors affecting employees to have commitment to their organization.

Table 6.4 Summarization for the relationship between Organization Factor and Dimensions of OC.

Hypothesis	Statistic Test	Level of significance	Results
H3. 1 Organizational Structure and Affective Commitment	Pearson Correlation	0.001	Accept H_a
H3. 2 Organizational Structure and Normative Commitment	Pearson Correlation	0.032	Accept H_a
H3. 3 Supervision and Affective Commitment	Pearson Correlation	0.026	Accept H_a
H3. 4 Co-worker and Affective Commitment	Pearson Correlation	0.002	Accept H_a
H3. 5 Career Opportunity and Affective Commitment	Pearson Correlation	0.030	Accept H_a
H3. 6 Career Opportunity and Normative Commitment	Pearson Correlation	0.000	Accept H_a
H3. 7 Measurement/Compensation And Affective Commitment	Pearson Correlation	0.034	Accept H_a

6.1.11 The relationship between External Factors and dimensions of OC (Research Question 11, Hypothesis 4)

The results of hypothesis testing have stated that the significant value lower than 0.000 at the 0.05 level of significant or 95% confidence interval then rejected null hypothesis and accept H_{a4} . The result at the value of correlation coefficient equals -.316 also showed that the relationship between two variables were strong in the

negative direction, which could implement that the overall external factor had a strongly effect in the negative direction on employees to withdraw the commitment from their organization.

Table 6.5 Summarization for the relationship between External Factor and Dimensions of OC.

Hypothesis	Statistic Test	Level of significance	Results
H4. 1 Availability of alternative and Affective Commitment	Pearson Correlation	0.042	Accept Ha
H4. 2 Availability of alternative and Continuance Commitment	Pearson Correlation	0.013	Accept Ha
H4. 3 Availability of alternative and Normative Commitment	Pearson Correlation	0.000	Accept Ha
H4. 4 Other Influence factors and Normative Commitment	Pearson Correlation	0.032	Accept Ha

6.2 Conclusions

6.2.1 Perception on Personal Factor affecting to Dimensions of OC

Respondents had quite good personal attitude toward organization as it shown their feeling of proud to be part of this organization. Most of the respondents felt proud to tell others that they are part of this organization and also felt glad to work with this organization and thought that this organization is the best of all organization to work with, over others at the time they joined. Most of the respondents willing to put in great deal of effort to support their organization be successful. If organization needs their help they will not avoid working overtime but it has to be pay because although they are willing to help organization but many of respondents are blue colar workers and their salaries are not enough for their living cost as the result shown about overtime payment. It is because in the operation department, security department and cash processing department income of employees base on fixed salary and overtime pay, so many of them willing to do overtime work to gain more income.

6.2.2 Perception on Job Factor affecting to Dimensions of OC

The result of the study showed that respondents have quite good attitude toward their job. From the various types of job in this organization the result shown that respondents said that they had fixed responsibilities of task to perform, which might because this organization has many operation departments and these departments have fixed task for every person. But more than half of the respondents think that their job is interesting to keep them away from get bored and they do not get bored with their routine job. Anyway the research also showed that 44.2 % of respondents did not feel that their tasks were totally fixed to perform that might because of some job had flexible job to perform depends on situation. Respondents also felt glad and will have more encourage after they get feedback about their job, which means that this organization has a good chance to improve the capability of their staff because most of the sampling units willing to accept feedback about their job. The respondent also felt that the greater and more responsibility job will be delegated to the loyal and seniority employees, who mean that seniorities employee, will have more chance to get greater responsibility. But some of them did not feel that seniorities are effect to the responsibility of their job in this organization. It has to be note that this research did with all departments in this organization, which have different job characteristic, and operated by different person, so the way each superior manage will be different from others that made the different perception in their job. Then it is possible that some department was set up for a long time. These department needs not only honest staff but also experience staffs who performed well and they could get greater responsibilities while some department do not have seniorities system because they were set up a year ago or because their boss needs more capable person, which has to look at the performance of their staff more than age or job tenure.

6.2.3 Perception on Organization Factors affecting to Dimensions of OC

About organization structure, most of respondents did not have too much pressure on their work and felt satisfy with the overall work situation of this organization. Another important point was about the conflicts of interest with this

organization as it showed that there had some conflict of interest between employees and their organization. This result of degree of conflict is good for organization to find out an idea to improve performance of organization because if there is no conflict means there is no creativity or no any new idea to improve the organization. Most of respondents felt satisfy with both competency and leadership style of their superior. Most of respondents felt that they could trust their superior and also agree that their supervisors have high work standard and also expect the same standard from the subordinated in return. It has to be note that this research asked all employees in all departments in this organization which have different job characteristic and supervised by different person, so the way each superior manage will be different from others that made the different perception in their superior. For the colleagues/co-workers researcher can describe those respondents though that their colleagues/co-worker had competence in their work and had a moderated standard of work. They satisfy with the treatment with respect between colleagues in this organization that shown the good relationship between employees within organization. Some respondent had a feeling of chance in the advancement in this organization. They also thought that it is possibility that they would be promoted fairness if they do their job well. But there were many respondents had an attitude that there are many people who are much less involved are better paid and preferred when it comes to promotion. The last question was asked respondents about their feeling toward the leisure time and holidays that they had and the result showed that respondents feel satisfy with it in a good rate.

6.2.4 Perception on External Factors affecting on OC

In the perception of external factors outside organization affecting on OC, they divided into 2 sub-variables; Availability of alternative and Other influence factors. The results of this study showed that both sub-variables might or might not be factors that effected on OC of employee in organization because respondents did not concentrate and give strong answer enough to the researcher to use these types of factors to link them with the dimension of OC.

6.2.5 Perception on Dimension of Organizational Commitment

Although overview picture of Organizational Commitment the result shows that employees have Moderate Commitment to this organization. The average mean for Affective commitment showed “High Commitment”, which mean that this organization has a great deal of personal meaning to the respondents and it made them to had commitment toward this organization because they have a strong sense of belonging to this organization. They felt that organization’s problems are also their own problems and felt as they were part of this organization. The researcher would say that more than half of respondents have an affective commitment to this organization. In the dimension of continuance commitment, the result from all questions was interpreted at “Moderate Commitment”. From the result some employees in this organization concerned of what might happen to them if they quit their job without having another job line up, but the average of employees thinking of it but not much afraid on it. There were the same directions for all answer in this type of commitment. It could be said that the level, which the employees in this organization concerned with a sense of being locked in place because of the high costs of leaving is in moderate level. In the dimension of normative commitment, respondents in this study had a quite high level of commitment to believe on a loyalty to his/her organization that it is important for employees to loyalty and feel a sense of moral obligation as long as they remain in their organization. But in the same time they did not think that they have to stick with one organization even they have a better job opportunity offered.

6.2.6 The relationship on Antecedent of Organizational Commitment

By Pearson Correlation test, Personal characteristic and Job characteristic were both positively related to affective commitment and normative commitment. Only job characteristic had negatively related to continuance commitment. Overall result of Organization factors were positively related to organizational commitment, but there were many sub-variables in organization factors found unrelated to some dimension of OC. Organizational structure and Career Opportunity were found to have positively related to both affective commitment and normative commitment, but was not

significantly related to continuance commitment. Supervision Co-worker and Compensation were found out to have positively related to only affective commitment, but not other two dimensions. It was noticed that organization factors do not related to continuance commitment in any sub-variable. Overall result of External Factors was found to have negatively related to overall organizational commitment. In the sub-variable of external factors, Availability of Alternative was found to have positively related to affective commitment and normative commitment while it was negatively related to continuance commitment. Another sub-variable, other influence factors was not significantly related to affective and continuance commitment but has negatively commitment to normative commitment.

6.2.7 The differences among Antecedent of Organizational Commitment

From the research finding of no difference between male and female in affective commitment and continuance commitment but there is a difference between male and female in normative commitment we can say that gender is not the factor affecting to affective commitment and continuance commitment but there is a difference in normative commitment because male has more social pressures from others to remain in the organization than female. There were the same results shown that there is no difference among age, education attainment and job tenure in affective commitment and continuance commitment but there are differences in normative commitment. In the factor of age it showed that employees in every range of age, education attainment and job tenure had high feeling of relative strength with and involve in the organization. Almost every range of age, education attainment and job tenure had moderate level to concerned in compelled to commit to the organization because the monetary and other costs associated with leaving. But among age, education attainment and job tenure they had a difference in the feeling of commitment because of social involved or other pressures such as the believe that this was the right and moral way to stay with organization. The results of the analysis on demographic profiles showed the same finding with Aven et al.'s (1993) and Wahn et al.'s (1998) finding of no sex differences in affective commitment but against Wahn et

al.'s (1998) finding that in this study there was no sex differences in continuance commitment.

6.3 Recommendation for Practice

From significant findings and the problematic issues in previous section, the researcher wished that the result of this research could be more or less help reader to understand the attitude of employee in this organization and would like to give some recommendations which could be used to further organization development for top management or HR department as follows:

6.3.1 Factors encourage organizational commitment.

6.3.1.1 Management by walking around (MBW). It would be great chance to meet employee in all levels in every department and every branches if top management or HR department has chance to do. But it has to perform as usual to make employee get used to and should do with every branches. Top management or HR manager may have an unexpected result from this behavior.

6.3.1.2 Clarification and articulation of promotion criteria. There were many respondents had an attitude that there are many people who are much less involved are better paid and preferred when it comes to promotion. Management should clarify the standard for evaluation or promotion criteria which the employees can be convinced that it is an equal chance for promotion here.

6.3.1.3 Rotation of work and job enrichment. Rotation of work should be implemented within and between branches to increase the varieties and challenging of work as it increases /develop the employee skill and also increase the harmony within organization.

6.3.1.4 Provision an adequate/appropriate equipments and tools.

As researcher had chance to visit most branches of company, researcher would like to recommend that company should take immediate action to examine and provide sufficient/appropriate equipment and tools to each branch with regular maintenance.

6.3.2 Dimensions of Organizational Commitment

In the multi-dimensional approach if Allen and Mayer (1990), which this research based on and it is the most recent approach to conceptualizing OC. They said, "...what employee do in the job is as important, or more important, than whether they remain." So researcher would like to recommend some alternative to implement as follows:-

If the company would like to make employees to stay long with company, company should provide constitute sunk costs that diminish the attractiveness of external employment alternatives to make employees satisfaction with the rewards and inducements on organization offers – rewards that must be sacrificed if the employee leaves the organization.

If company would like to persuade employee to work upon the company goals, company should make normative commitment, or agreement to make congruence between an individual and organization. It's seems reasonable to expect that employees experiencing high levels of moral commitment should be less likely to leave their organizations than those who lack such ties (O'Reilly et.al., 1986)

But to motivate employee to have a willingness of social actors to give energy to do their job with full effort and loyalty to the organization company should build up employees' sense of belonging to their organization. As per O'Reilly et al. (1986) defined identification commitment as employees' feeling of pride toward and desire for affiliation with an organization. This feeling of affective commitment to organization comes from positive attitude of individual person toward organization through feeling such as loyalty, affection, warmth, belongingness, fondness, happiness, pleasure and so on.

6.4 Recommendation for Further Research

The researcher would like to suggest the following recommendations for further research:

- 1) It would be more beneficial to study and find out more factors such as supportive culture which affecting on organizational commitment.
- 2) It is also interesting to study more in the consequence performance of employees in difference dimension of organizational commitment for example: Absenteeism, Performance and turnover rate of employees in the organization.



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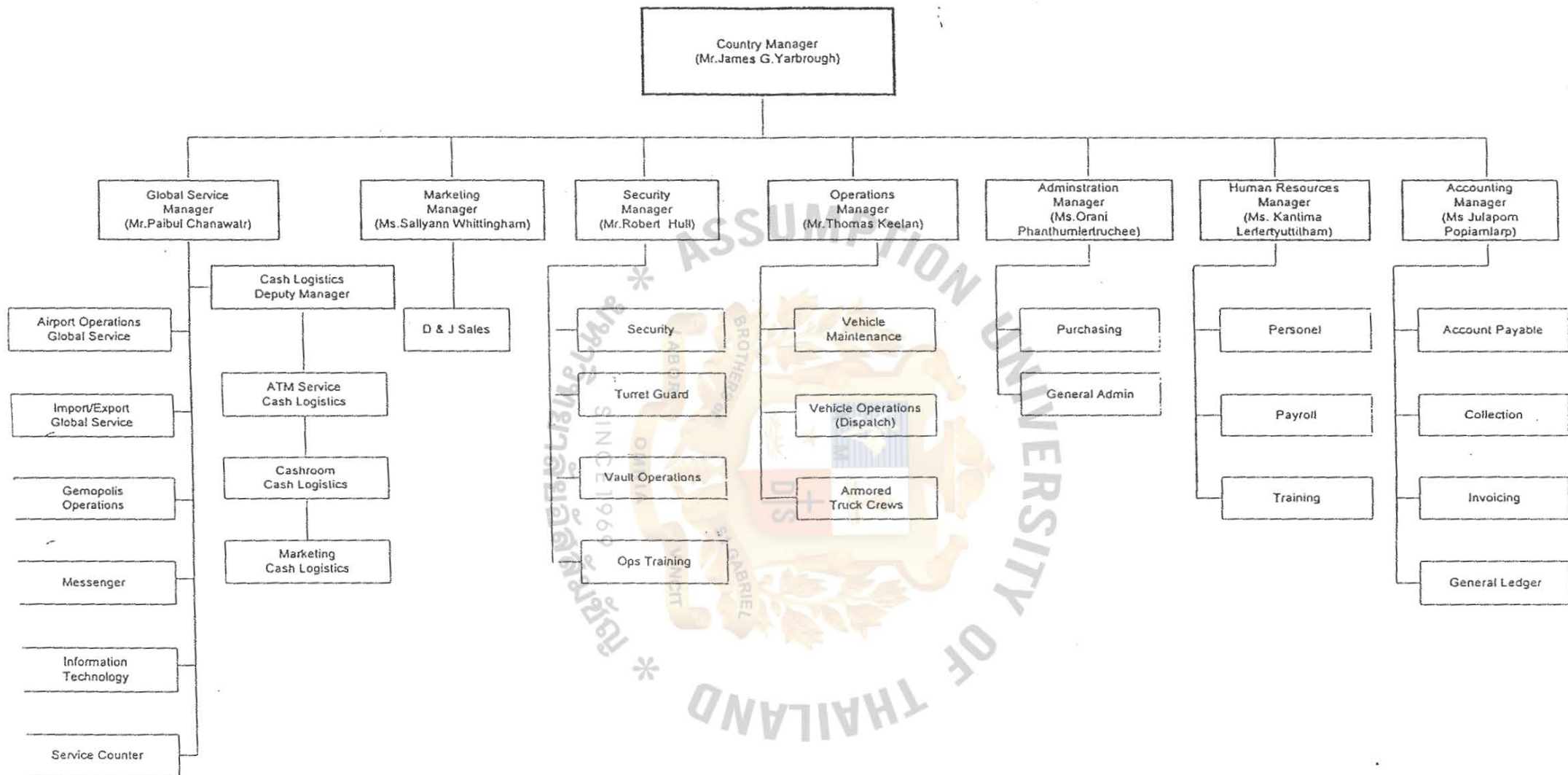
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Appendix B

QUESTIONNAIRE

This survey is designed to study about attitude and perception toward organizational commitment of employees of Brink's (Thailand) Ltd. Please understand there are no right or wrong answers, researcher interests in the most thoughtful and valuable responses that truly reflect your feelings. All the responses will be absolutely kept confidential.

Part I: Demographic and Job-related Profile

Directions: please completes the following information about yourself by making the checkmark (X) in the blank relating to your own profile. It is necessary to gather this data for the usefulness of research analysis.

1. How old are you?
☐ (25 or below ☐ 26-30 ☐ 31-40 ☐ 41-50 ☐ 51 and above
2. What is your gender?
☐ Male ☐ Female
3. What is your highest level of education?
☐ M. 3 or lower ☐ M. 6 or equivalent ☐ Diploma or Certificate
☐ Bachelor Degree ☐ Master Degree or higher
4. How long have you been working in this organization?
☐ Less than 1 year ☐ 1-Less than 3 years ☐ 3-Less than 5 years
☐ 5-Less than 7 years ☐ 7- Less than 10 years ☐ 10 years and above
5. What is your marital status?
☐ Single ☐ Married ☐ Divorce

Part 2 : Perception of personal factors affect organizational commitment

Direction: The following statements are indicated your own attitude toward dimension of change in reengineering program. Please kindly circle the most represent the extent to which you perceive on the following questions.

There are five scales:	5	=	strongly agree
	4	=	agree
	3	=	undecided
	2	=	Disagree
	1	=	Strongly disagree

6. I am willing to put in great deal of effort beyond that normally expected in order to help this organization be successful.
7. Sometime I have always used more time and energy for my work than I needed to, even if that did not pay
8. Basically I am employee like all others. What counts is passing the day without too much stress so that I am not overwork. **(Reversed!)**
9. I try very hard to avoid working overtime. **(Reversed!)**
10. I talk up this organization to my friends as a great organization to work for.
11. I am proud to tell others that I am part of this organization
12. I am extremely glad that I chose this organization to work for, over others at the time I joined.
13. For me, this is the best of all possible organizations for which to work
14. Where do you expect to be in 5 years time? (In this organization in a high position = 1; other alternative = 0)

Part 3 : Perception of job factors affect organizational commitment

15. Most of the time I have to force myself to go to work **(Reversed!)**.
16. My job is usually interesting enough to keep me away from getting bored.
17. I am so bored with my routine job **(Reversed!)**.
18. I have adequate authority to carry out my job.
19. I have more encourage after I get feedback about my job.
20. A job in which greater responsibility is given to loyal employees whom has the most senioritis.
21. I have a fixed responsibility to perform the task I have to do.

Part 4 : Perception of organization factors affect organizational commitment

22. To what degree do you think there are conflicts of interest between you and your organization? (large conflicts = 1, through considerable conflicts, some conflicts and slight conflict, to same interests = 5)
23. How satisfied are you with your overall work situation? (range from: not satisfied = 1, through less satisfied, partly satisfied and satisfied, to very satisfied = 5)
24. At work I am under such pressure that I have no time to do things properly.
25. Please rate the competence of your boss (superior). (1 = not satisfied to 5 = very satisfied)
26. What do you feel with leadership style of your boss (the superior). (1 = not satisfied to 5 = very satisfied)
27. I can trust in my superior. (1 = Cannot trust to 5 = Can highly trust)
28. My superior has high work standards and expects much from his subordinated.
29. Please rate competence of your colleagues. (ranging from incompetent = 1 to very competent = 5)
30. Please rate your colleagues' treatment with respect. (from 1 = not satisfied to 5 = very satisfied)
31. Please rate the work standards of your colleagues. (from low = 1 to high = 5)
32. Most of my colleagues work harder than one can expect from somebody in their position
33. There are insufficient opportunities for advancement in this organization (**Reversed!**).
34. If I do my job well, I can expect to be promoted to a job with more prestige and salary.
35. The opportunity for growth here is not depend on ability and capability (**Reversed!**).
36. It bothers me that others who are much less involved than I am are better paid are preferred when it comes to promotion.

37. I feel satisfy with leisure time and holidays (response from 1 = not satisfied to 5 = very satisfied).

Part 5 : Perception of external factors affect organizational commitment

38. Assuming you had decided to hand in your notice, would you be able to find a similar job with roughly similar pay within the next six months? (certainly not = 1, through unlikely, not sure and probably, to certainly = 5)

39. I would be willing to change jobs if the new job offered a 20% pay increase (**Reversed!**).

40. I would be willing to change jobs if the new job offered more promotional opportunities (**Reversed!**).

41. I have been overlooked for promotion (**Reversed!**).

42. I decide to work in this organization because it is a good recommendation for my next job (**Reversed!**).

43. When I read newspaper, I always turn to job classify section (**Reversed!**).

Part 6: Measurement dimension of OC

44. I would be very happy to spend the rest of my career with this organization.

45. I enjoy discussing my organization with people outside it.

46. I really feel as id this organization's problems are my own.

47. I think that I could easily become as attached to another organization as I am to this one (**Reversed!**).

48. I do not feel like "a part of the family" at my organization (**Reversed!**).

49. I do not feel "emotionally attached" to this organization (**Reversed!**).

50. This organization has a great deal of personal meaning for me

51. I do not feel a strong sense of belonging to my organization (**Reversed!**).
52. I am not afraid of what might happen if I quit my job without having another one lined up (**Reversed!**).
53. It would be very hard for me to leave my organization right now, even if I want to
54. Too much in my life would be disrupted if I decided to leave my organization now
55. It would be too costly for me to leave my organization right now (**Reversed!**).
56. Right now, staying with my organization is a matter of necessity as much as desire
57. I feel that I have too few options to consider leaving this organization
58. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives
59. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here.
60. I think that people these days move from one company to another too often.
61. I do not believe that a person must always be loyal to his or her organization (**Reversed!**).
62. Jumping from organization to organization does not seem at all unethical to me (**Reversed!**).
63. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain
64. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization
65. I was taught to believe in the value of remaining loyal to one organization
66. Things were better in the days when people stayed with one organization for most of their career.
67. I do not think that wanting to be a “company man” or “company woman” is sensibility any more (**Reversed!**).

แบบสอบถาม

แบบสอบถามฉบับนี้มีวัตถุประสงค์เพื่อการสำรวจและการศึกษาถึงองค์ประกอบและมุมมองของความคิดซึ่งมีผลต่อกระทบต่อความผูกพันของพนักงานที่มีต่อองค์กร แบบสอบถามนี้มีไว้แบบทดสอบ ดังนั้นคำตอบของท่านจึงไม่มีถูกหรือผิด ความคิดเห็นของท่านที่แสดงออกมาในแบบทดสอบนี้จะถือว่ามีความซื่อสัตย์ โดยทุกความเห็นของท่านจะถือเป็นความลับ และจะไม่เปิดเผยโดยเด็ดขาด

ส่วนที่ 1 ข้อมูลส่วนตัว

คำแนะนำ : โปรดตอบคำถามทุกข้อโดยใช้เครื่องหมายกากบาท ◻ ระบุเลือกคำตอบที่สอดคล้องและใกล้เคียงกับความจริงมากที่สุด

1. อายุ

- () 1. 25 ปี หรือต่ำกว่า () 2. 26 – 30 ปี () 3. 31 – 40 ปี
() 4. 41 – 50 ปี () 5. 51 ปี หรือมากกว่า

2. IWA

- () 1. ชาย () 2. หญิง

3. ระดับการศึกษาสูงสุด

- () 1. มัธยมปีที่ 3 หรือ ต่ำกว่า () 2. มัธยมปีที่ 6 หรือ เทียบเท่า () 3. อนุปริญญา
() 4. ปริญญาตรี () 5. ปริญญาโท หรือ สูงกว่า

4. ระยะเวลาที่ทำงานในองค์กรนี้

- () 1. น้อยกว่า 1 ปี () 2. 1 ปี - น้อยกว่า 3 ปี () 3. 3 ปี - น้อยกว่า 5 ปี
() 4. 5 ปี - น้อยกว่า 7 ปี () 5. 7 ปี - น้อยกว่า 10 ปี () 6. 10 ปี หรือ มากกว่า

5. สถานภาพ

- () 1. โสด () 2. สมรส () 3. หย่า/หม้าย

ส่วนที่ 2 การวัดมุมมองของความคิดต่อความผูกพันต่อองค์กร

คำแนะนำ : คำถามในส่วนนี้ชี้ให้เห็นถึงทัศนคติของท่านในองค์ประกอบต่างๆซึ่งมีผลกระทบต่อความผูกพันในองค์กร
กรุณาเลือกคำตอบที่สอดคล้องและใกล้เคียงกับการรับรู้ของท่านมากที่สุด

โดยมีตัวเลือกดังนี้ 1 = "ไม่เห็นด้วยอย่างยิ่ง"

2 = ไม่เห็นด้วย

3 = ឆេបៗ

4 = เห็นด้วย

5 = เห็นด้วยอย่างยิ่ง

	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	เห็นด้วย อย่างยิ่ง
	1	2	3	4	5
6. ข้าพเจ้ายินดีที่จะทำงานกับองค์กรนี้จนกระทั่งปลดเกษียณ					
7. ข้าพเจ้ามีความสุขกับการพูดคุยเกี่ยวกับองค์กรของข้าพเจ้ากับบุคคลภายนอกองค์กร					
8. ข้าพเจ้ามีความรู้สึกว่าเป็นปัญหาขององค์กรคือปัญหาของข้าพเจ้าด้วยเช่นกัน					
9. ข้าพเจ้าคิดว่าข้าพเจ้าจะสามารถเป็นส่วนหนึ่งขององค์กรอื่นได้ง่ายเช่นเดียวกับที่ข้าพเจ้าเป็นส่วนหนึ่งขององค์กรนี้					
10. ข้าพเจ้ามิได้รู้สึกเป็นส่วนหนึ่งขององค์กรนี้					
11. ข้าพเจ้ามิได้รู้สึกว่าข้าพเจ้ามีอารมณ์คล้อยตามกับสภาพขององค์กรนี้					
12. องค์กรนี้มีความหมายต่อตัวของข้าพเจ้ามาก					
13. ข้าพเจ้ามิได้รู้สึกผูกพันและรักองค์กรอย่างมาก					
14. ข้าพเจ้าไม่รู้สึกกลัวที่จะต้องเผชิญกับสิ่งที่เกิดขึ้นถ้าข้าพเจ้าออกจากงานโดยไม่ได้รับความช่วยเหลือจากใคร					
15. ข้าพเจ้ารู้สึกว่าเป็นการยากมากที่จะลาออกจากองค์กรในขณะนี้ แม้ว่าข้าพเจ้าต้องการจะทำ					
16. ถ้าข้าพเจ้าต้องตัดสินใจลาออกจากองค์กรนี้ ชีวิตข้าพเจ้าคงจะประสบความสำเร็จอย่างมาก					
17. ข้าพเจ้ามีค่าใช้จ่ายที่สูงมากเกินไปที่จะลาออกจากองค์กรในขณะนี้					
18. ณ ปัจจุบันนี้ การที่ข้าพเจ้ายังคงทำงานอยู่ในองค์กรนี้เป็นเพราะความจำเป็นมากกว่าความต้องการของข้าพเจ้า					
19. ข้าพเจ้ารู้สึกว่าข้าพเจ้ามีทางเลือกไม่มากที่จะพิจารณาลาออกจากองค์กร					
20. เหตุผลสำคัญประการหนึ่งที่ข้าพเจ้าจะลาออกจากบริษัทนี้คือการที่การกลัวที่จะไม่มีทางเลือกอื่นในองค์กร					
21. เหตุผลสำคัญอีกประการหนึ่งที่ทำให้ข้าพเจ้ายังคงขอมอู่ที่สทนทำงานอยู่ในองค์กรนี้ คือ ในองค์กรอื่นข้าพเจ้าอาจจะไม่ได้รับสิทธิประโยชน์ต่างๆ โดยรวมเท่ากับที่ข้าพเจ้าได้รับจากองค์กรนี้					
22. ข้าพเจ้าคิดว่าคนในปัจจุบันนี้เปลี่ยนงานบ่อย					
23. ข้าพเจ้าคิดว่าพนักงานจะต้องมีความจงรักภักดีต่อองค์กรเสมอไป					

39. ในความคิดของข้าพเจ้า ข้าพเจ้าคิดว่าองค์กรนี้เป็นองค์กรที่ดีที่สุดที่ข้าพเจ้าได้ร่วมงานด้วย
40. ข้าพเจ้าต้องบังคับตัวเองให้ไปทำงานเกือบตลอดเวลา
41. โดยปกติแล้วงานที่ข้าพเจ้าทำมีความน่าสนใจที่จะไม่ทำให้ข้าพเจ้ารู้สึกเบื่อ
42. ข้าพเจ้ารู้สึกเมื่อยหน่ายกับงานประจำที่ข้าพเจ้าทำอยู่
43. ข้าพเจ้ามีอำนาจเพียงพอที่จะตัดสินใจเกี่ยวกับงานของข้าพเจ้า
44. เมื่อข้าพเจ้าได้รับการตอบสนองจากผลงานที่ข้าพเจ้าได้ทำไป ข้าพเจ้ารู้สึกมีกำลังใจในการทำงานมากขึ้น
45. พนักงานที่มีอาวุโสสูงสุด ซึ่งมีความจงรักภักดีต้องคัดอกจะได้รับมอบหมายงานที่มีความรับผิดชอบสูงขึ้น
46. ข้าพเจ้าได้รับมอบหมายหน้าที่ที่แน่นอนในการปฏิบัติงาน
47. สมมุติว่าถ้าข้าพเจ้าถูกปลดออกจากการเป็นพนักงาน ข้าพเจ้าคิดว่าข้าพเจ้าสามารถจะหางานใหม่ซึ่งมีตำแหน่งและเงินเดือนใกล้เคียงกับปัจจุบันได้
48. ข้าพเจ้าถูกมองข้ามในการพิจารณาเลื่อนตำแหน่ง
49. ข้าพเจ้าตัดสินใจที่จะทำงานในองค์กรนี้เพราะจะสามารถใช้เป็นการอ้างอิงที่ดีสำหรับงานใหม่ของข้าพเจ้า
50. ข้าพเจ้ามักจะเปิดอ่านหน้าสมัครงานเสมอเมื่อข้าพเจ้าอ่านหนังสือพิมพ์
51. เพื่อนร่วมงานของข้าพเจ้าส่วนมากทำงานหนักมากกว่าพนักงานบางคนซึ่งทำงานในตำแหน่งเดียวกัน
52. องค์กรนี้ไม่ให้โอกาสความก้าวหน้าในหน้าที่การงานสำหรับพนักงานเพียงพอ เมื่อเปรียบเทียบกับองค์กรอื่น
53. ข้าพเจ้าสามารถคาดหวังในการได้รับการเลื่อนตำแหน่งที่สูงขึ้นพร้อมผลตอบแทนที่มากขึ้นเมื่อข้าพเจ้าทำงานดี
54. โอกาสในการก้าวหน้าในองค์กรนี้ไม่ได้ขึ้นอยู่กับความสามารถ
55. ข้าพเจ้ารู้สึกเมื่อยหน่ายกับงานที่คนซึ่งทำงานน้อยกว่าข้าพเจ้าได้รับการเลื่อนตำแหน่งและเงินเดือนที่สูงกว่า
56. การที่ข้าพเจ้ามีเวลาในการทำงานไม่เพียงพอกับงาน ทำให้ข้าพเจ้ารู้สึกกดดัน
57. ข้าพเจ้ารู้สึกพึงพอใจที่ได้รับวันหยุดและวันพักผ่อนที่เพียงพอ

[illegible]

58. ข้าพเจ้ามีความคิดเห็นที่ขัดแย้งในเรื่องต่างๆ กับองค์กรอยู่ในระดับใด
- () 1. ขัดแย้งอย่างเห็นได้ชัด () 2. ขัดแย้งทางด้านความคิดอยู่เสมอ
() 3. มีความขัดแย้งบ้าง () 4. มีความขัดแย้งเล็กน้อย
() 5. มีความเห็นที่เหมือนกัน
59. ข้าพเจ้ามีความพึงพอใจในบรรยากาศโดยทั่วไปของการทำงานอยู่ในระดับใด
- () 1. ไม่มีความพึงพอใจเลย () 2. มีความพึงพอใจน้อยมาก
() 3. มีความพึงพอใจในบางส่วน () 4. มีความพึงพอใจ
() 5. มีความพึงพอใจมาก
60. โปรดประเมินความสามารถของผู้บังคับบัญชาของข้าพเจ้า
- () 1. ไม่มีความสามารถเลย () 2. มีความสามารถน้อยมาก
() 3. มีความสามารถบ้าง () 4. มีความสามารถ () 5. มีความสามารถมาก
61. ข้าพเจ้ามีความรู้สึกอย่างไรกับลักษณะการเป็นผู้นำของผู้บังคับบัญชาของข้าพเจ้า
- () 1. ไม่มีความพึงพอใจเลย () 2. มีความพึงพอใจน้อยมาก
() 3. มีความพึงพอใจในบางส่วน () 4. มีความพึงพอใจ () 5. มีความพึงพอใจมาก
62. ข้าพเจ้าสามารถไว้วางใจผู้บังคับบัญชาของข้าพเจ้าได้ในระดับใด
- () 1. ไม่สามารถไว้วางใจได้เลย () 2. ไว้วางใจได้เพียงเล็กน้อย
() 3. ไว้วางใจได้บางเรื่อง () 4. ไว้วางใจได้ () 5. ไว้วางใจได้มาก
63. ผู้บังคับบัญชาของข้าพเจ้ามีมาตรฐานในการทำงานสูงและคาดหวังที่จะได้รับผลงานจากผู้ใต้บังคับบัญชาสูงด้วยเช่นกัน
- () 1. ไม่มีมาตรฐานเลย () 2. มีมาตรฐานน้อยมาก
() 3. มีมาตรฐานบ้าง () 4. มีมาตรฐานสูง () 5. มีมาตรฐานสูงมาก
64. โปรดประเมินความสามารถของผู้ร่วมงานของท่าน
- () 1. ไม่มีความสามารถเลย () 2. มีความสามารถน้อยมาก
() 3. มีความสามารถบ้าง () 4. มีความสามารถ () 5. มีความสามารถมาก
65. โปรดประเมินลักษณะการปฏิบัติของผู้ร่วมงานของท่านต่อผู้ร่วมงานท่านอื่นว่าท่าน...
- () 1. ไม่มีความพึงพอใจเลย () 2. มีความพึงพอใจน้อยมาก
() 3. มีความพึงพอใจในบางส่วน () 4. มีความพึงพอใจ () 5. มีความพึงพอใจมาก
66. โปรดประเมินมาตรฐานในการทำงานของเพื่อนร่วมงานของท่าน
- () 1. ไม่มีมาตรฐานเลย () 2. มีมาตรฐานน้อยมาก
() 3. มีมาตรฐานบ้าง () 4. มีมาตรฐานสูง () 5. มีมาตรฐานสูงมาก
67. ข้าพเจ้าคาดหวังสิ่งใดในอนาคตอีก 5 ปีข้างหน้านับจากนี้
- () 1. ตำแหน่งที่สูงขึ้นในองค์กรนี้ () 2. ทางเลือกอื่นๆ

Appendix C

FREQUENCY TABLE

5.3.1 Perception on “Personal Characteristic” effecting OC

Table 5.1 - Willing to put in great deal of effort to help org. be successful (30).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.6	.6	.6
	Disagree	6	3.3	3.3	3.9
	Undecided	26	14.4	14.4	18.2
	Agree	99	54.7	54.7	72.9
	Strongly Agree	49	27.1	27.1	100.0
	Total	181	100.0	100.0	

Table 5.2 - Always used more time & energy for work, even if that did not pay (31)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	12.7	12.7	12.7
	Disagree	37	20.4	20.4	33.1
	Undecided	43	23.8	23.8	56.9
	Agree	66	36.5	36.5	93.4
	Strongly Agree	12	6.6	6.6	100.0
	Total	181	100.0	100.0	

Table 5.3 - My working day has a lot of stresses that make me overwork (32).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	5.5	5.5	5.5
	Disagree	59	32.6	32.6	38.1
	Undecided	61	33.7	33.7	71.8
	Agree	44	24.3	24.3	96.1
	Strongly Agree	7	3.9	3.9	100.0
	Total	181	100.0	100.0	

Table 5.4 - I am not avoiding working overtime (33).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	17	9.4	9.4	10.5
	Undecided	39	21.5	21.5	32.0
	Agree	87	48.1	48.1	80.1
	Strongly Agree	36	19.9	19.9	100.0
	Total	181	100.0	100.0	

Table 5.5 - Talk up to my friends as a great org. to work for (34).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.7	1.7	1.7
	Disagree	14	7.7	7.7	9.4
	Undecided	65	35.9	35.9	45.3
	Agree	85	47.0	47.0	92.3
	Strongly Agree	14	7.7	7.7	100.0
	Total	181	100.0	100.0	

Table 5.6 - Proud to tell others that they are part of this org. (35)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	11	6.1	6.1	7.2
	Undecided	45	24.9	24.9	32.0
	Agree	105	58.0	58.0	90.1
	Strongly Agree	18	9.9	9.9	100.0
	Total	181	100.0	100.0	

Table 5.7 - Extremely glad to chose this org. to work for than others (36).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.2	2.2	2.2
	Disagree	6	3.3	3.3	5.5
	Undecided	61	33.7	33.7	39.2
	Agree	90	49.7	49.7	89.0
	Strongly Agree	20	11.0	11.0	100.0
	Total	181	100.0	100.0	

Table 5.8 - This is the best of all possible org. for which to work (37).

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	2.2	2.2	2.2
Disagree	24	13.3	13.3	15.5
Undecided	62	34.3	34.3	49.7
Agree	76	42.0	42.0	91.7
Strongly Agree	15	8.3	8.3	100.0
Total	181	100.0	100.0	

5.4.1 Perception on “Job Characteristic” effecting OC

Table 5.9 - I do not have to force myself to go to work.(40)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	3.3	3.3	3.3
Disagree	37	20.4	20.4	23.8
Undecided	55	30.4	30.4	54.1
Agree	64	35.4	35.4	89.5
Strongly Agree	19	10.5	10.5	100.0
Total	181	100.0	100.0	

Table 5.10 - Job is usually interesting enough to keep them away from getting board(41).

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.1	1.1	1.1
Disagree	13	7.2	7.2	8.3
Undecided	67	37.0	37.0	45.3
Agree	83	45.9	45.9	91.2
Strongly Agree	16	8.8	8.8	100.0
Total	181	100.0	100.0	

Table 5.11 - I am not got board with routine job.(42)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.7	1.7	1.7
Disagree	21	11.6	11.6	13.3
Undecided	79	43.6	43.6	56.9
Agree	57	31.5	31.5	88.4
Strongly Agree	21	11.6	11.6	100.0
Total	181	100.0	100.0	

Table 5.12 - Have adequate authority to carry out their job (43).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.2	2.2	2.2
	Disagree	31	17.1	17.1	19.3
	Undecided	61	33.7	33.7	53.0
	Agree	80	44.2	44.2	97.2
	Strongly Agree	5	2.8	2.8	100.0
	Total	181	100.0	100.0	

Table 5.13 - Have more encourage after they get feedback about their job (44).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	1.7	1.7	1.7
	Undecided	31	17.1	17.1	18.8
	Agree	113	62.4	62.4	81.2
	Strongly Agree	34	18.8	18.8	100.0
	Total	181	100.0	100.0	

Table 5.14 - A job which greater responsibility is given to loyal employers whom has the most seniorities (45).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.6	.6	.6
	Disagree	21	11.6	11.6	12.2
	Undecided	45	24.9	24.9	37.0
	Agree	91	50.3	50.3	87.3
	Strongly Agree	23	12.7	12.7	100.0
	Total	181	100.0	100.0	

Table 5.15 - I have a fixed responsibilities of task to perform (46).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	22	12.2	12.2	13.3
	Undecided	56	30.9	30.9	44.2
	Agree	87	48.1	48.1	92.3
	Strongly Agree	14	7.7	7.7	100.0
	Total	181	100.0	100.0	

5.5.1 Perception on “Organizational Structure” effecting OC

Table 5.16 - The degree of conflicts of interest between them and their org. (58)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Large Conflicts	2	1.1	1.1	1.1
	Considerable Conflicts	17	9.4	9.4	10.5
	Some Conflicts	93	51.4	51.4	61.9
	Slight Conflict	56	30.9	30.9	92.8
	Same Interests	13	7.2	7.2	100.0
	Total	181	100.0	100.0	

Table 5.17 - The degree of satisfaction with overall work situation (59).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Satisfy	9	5.0	5.0	5.0
	Less Satisfy	7	3.9	3.9	8.8
	Partly Satisfy	77	42.5	42.5	51.4
	Satisfy	79	43.6	43.6	95.0
	Very Satisfy	9	5.0	5.0	100.0
	Total	181	100.0	100.0	

Table 5.18 - I do not have pressure of no time to do thing properly. (56)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	4.4	4.4	4.4
	Disagree	48	26.5	26.5	30.9
	Undecided	94	51.9	51.9	82.9
	Agree	28	15.5	15.5	98.3
	Strongly Agree	3	1.7	1.7	100.0
	Total	181	100.0	100.0	

5.5.2 Perception on “Supervision”

Table 5.19 - Rating the competence of their boss (Superior) (60).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Satisfy	4	2.2	2.2	2.2
	Less Satisfy	9	5.0	5.0	7.2
	Partly Satisfy	37	20.4	20.4	27.6
	Satisfy	88	48.6	48.6	76.2
	Very Satisfy	43	23.8	23.8	100.0
	Total	181	100.0	100.0	

Table 5.20 - Rating the feeling with leadership style of boss.(61)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Satisfy	10	5.5	5.5	5.5
	Less Satisfy	10	5.5	5.5	11.0
	Partly Satisfy	74	40.9	40.9	51.9
	Satisfy	64	35.4	35.4	87.3
	Very Satisfy	23	12.7	12.7	100.0
	Total	181	100.0	100.0	

Table 5.21 - I can trust in my superior.(62)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	2.8	2.8	2.8
	Disagree	10	5.5	5.5	8.3
	Undecided	63	34.8	34.8	43.1
	Agree	75	41.4	41.4	84.5
	Strongly Agree	28	15.5	15.5	100.0
	Total	181	100.0	100.0	

Table 5.22 - My superior has high work standard and expects much from his subordinate.(63)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	5.0	5.0	5.0
	Disagree	12	6.6	6.6	11.6
	Undecided	69	38.1	38.1	49.7
	Agree	74	40.9	40.9	90.6
	Strongly Agree	17	9.4	9.4	100.0
	Total	181	100.0	100.0	

5.5.3 Perception on “Co-worker” effecting OC

Table 5.23 - Rating the competency of colleagues.(64)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.2	2.2	2.2
	Disagree	6	3.3	3.3	5.5
	Undecided	39	21.5	21.5	27.1
	Agree	111	61.3	61.3	88.4
	Strongly Agree	21	11.6	11.6	100.0
	Total	181	100.0	100.0	

Table 5.24 - Rating their colleagues's treatment with respect.(65)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Satisfy	7	3.9	3.9	3.9
	Less Satisfy	11	6.1	6.1	9.9
	Partly Satisfy	68	37.6	37.6	47.5
	Satisfy	87	48.1	48.1	95.6
	Very Satisfy	8	4.4	4.4	100.0
	Total	181	100.0	100.0	

Table 5.25 - Rating the work standards of their colleagues.(66)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low	8	4.4	4.4	4.4
	Low	10	5.5	5.5	9.9
	Moderate	105	58.0	58.0	68.0
	High	52	28.7	28.7	96.7
	Very High	6	3.3	3.3	100.0
	Total	181	100.0	100.0	

Table 5.26 - Most of their colleagues work harder than one can expect from somebody in their position.(51)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.2	2.2	2.2
	Disagree	27	14.9	14.9	17.1
	Undecided	66	36.5	36.5	53.6
	Agree	71	39.2	39.2	92.8
	Strongly Agree	13	7.2	7.2	100.0
	Total	181	100.0	100.0	

5.5.4 Perception on “Career Opportunity” effecting OC

Table 5.27 - There are sufficient opportunities for advancement in this org. (52)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	6.1	6.1	6.1
	Disagree	41	22.7	22.7	28.7
	Undecided	76	42.0	42.0	70.7
	Agree	37	20.4	20.4	91.2
	Strongly Agree	16	8.8	8.8	100.0
	Total	181	100.0	100.0	

Table 5.28 - If I do job well, I am expect to be promoted to a job with more prestige and salary.(53)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	3.9	3.9	3.9
	Disagree	11	6.1	6.1	9.9
	Undecided	74	40.9	40.9	50.8
	Agree	69	38.1	38.1	89.0
	Strongly Agree	20	11.0	11.0	100.0
	Total	181	100.0	100.0	

Table 5.29 - The opportunity for growth depends on ability and capability. (54)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	5.0	5.0	5.0
	Disagree	35	19.3	19.3	24.3
	Undecided	59	32.6	32.6	56.9
	Agree	62	34.3	34.3	91.2
	Strongly Agree	16	8.8	8.8	100.0
	Total	181	100.0	100.0	

Table 5.30 - Employees who are much less involved are preferred when it comes to promotion.(55)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	2.8	2.8	2.8
	Disagree	17	9.4	9.4	12.2
	Undecided	75	41.4	41.4	53.6
	Agree	61	33.7	33.7	87.3
	Strongly Agree	23	12.7	12.7	100.0
	Total	181	100.0	100.0	

5.5.5 Perception on "Measurement/Compensation" effecting OC.

Table 5.31 - Satisfy with leisure time and holidays.(57)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Satisfy	2	1.1	1.1	1.1
	Less Satisfy	12	6.6	6.6	7.7
	Partly Satisfy	55	30.4	30.4	38.1
	Satisfy	80	44.2	44.2	82.3
	Very Satisfy	32	17.7	17.7	100.0
	Total	181	100.0	100.0	

5.6.1 Perception on “Availability of Alternative” effecting OC

Table 5.32 - I shall not be able to find a similar job with roughly similar pay within the next six month. (47)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	9	5.0	5.0	5.0
Disagree	37	20.4	20.4	25.4
Undecided	65	35.9	35.9	61.3
Agree	59	32.6	32.6	93.9
Strongly Agree	11	6.1	6.1	100.0
Total	181	100.0	100.0	

Table 5.33 - I will not to change job if the new job offered a 20% pay increase. (37)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	2.8	2.8	2.8
Disagree	33	18.2	18.2	21.0
Undecided	84	46.4	46.4	67.4
Agree	45	24.9	24.9	92.3
Strongly Agree	14	7.7	7.7	100.0
Total	181	100.0	100.0	

Table 5.34 - I will not change job if the new job offered more promotional opportunities. (38)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.7	1.7	1.7
Disagree	13	7.2	7.2	8.8
Undecided	70	38.7	38.7	47.5
Agree	53	29.3	29.3	76.8
Strongly Agree	42	23.2	23.2	100.0
Total	181	100.0	100.0	

5.6.2 Perception on “Other Influence Factors” effecting OC

Table 5.35 - I have not been overlooked for promotion. (48)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	3.9	3.9	3.9
	Disagree	31	17.1	17.1	21.0
	Undecided	110	60.8	60.8	81.8
	Agree	26	14.4	14.4	96.1
	Strongly Agree	7	3.9	3.9	100.0
	Total	181	100.0	100.0	

Table 5.36 - I decide to work with this org. not because this is a good recommendation for next job. (49)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	5.5	5.5	5.5
	Disagree	23	12.7	12.7	18.2
	Undecided	83	45.9	45.9	64.1
	Agree	60	33.1	33.1	97.2
	Strongly Agree	5	2.8	2.8	100.0
	Total	181	100.0	100.0	

Table 5.37 - When I read newspaper I am not always turn to job classify section. (50)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	6.1	6.1	6.1
	Disagree	28	15.5	15.5	21.5
	Undecided	92	50.8	50.8	72.4
	Agree	42	23.2	23.2	95.6
	Strongly Agree	8	4.4	4.4	100.0
	Total	181	100.0	100.0	

5.7 Perception of Respondents on the Affective Commitment

Table 5.38 - Very happy to spend the rest of my career with this org.(6)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	11	6.1	6.1	6.1
Disagree	20	11.0	11.0	17.1
Undecided	71	39.2	39.2	56.4
Agree	51	28.2	28.2	84.5
Strongly Agree	28	15.5	15.5	100.0
Total	181	100.0	100.0	

Table 5.39 - Enjoy discussing my org. with other people.(7)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	19	10.5	10.5	10.5
Disagree	28	15.5	15.5	26.0
Undecided	51	28.2	28.2	54.1
Agree	67	37.0	37.0	91.2
Strongly Agree	16	8.8	8.8	100.0
Total	181	100.0	100.0	

Table 5.40 - Feel as the organization's problems are my own.(8)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.1	1.1	1.1
Disagree	8	4.4	4.4	5.5
Undecided	36	19.9	19.9	25.4
Agree	118	65.2	65.2	90.6
Strongly Agree	17	9.4	9.4	100.0
Total	181	100.0	100.0	

Table 5.41 - I don't think I could easily become as attached to another org. as I am to this one. (9)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.7	1.7	1.7
Disagree	16	8.8	8.8	10.5
Undecided	54	29.8	29.8	40.3
Agree	91	50.3	50.3	90.6
Strongly Agree	17	9.4	9.4	100.0
Total	181	100.0	100.0	

Table 5.42 - I feel like "a part of the family" at my org. (10)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.7	1.7	1.7
Disagree	17	9.4	9.4	11.0
Undecided	38	21.0	21.0	32.0
Agree	72	39.8	39.8	71.8
Strongly Agree	51	28.2	28.2	100.0
Total	181	100.0	100.0	

Table 5.43 - I have a feeling of emotionally attached with this org. (11)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.7	1.7	1.7
Disagree	34	18.8	18.8	20.4
Undecided	69	38.1	38.1	58.6
Agree	56	30.9	30.9	89.5
Strongly Agree	19	10.5	10.5	100.0
Total	181	100.0	100.0	

Table 5.44 - This org. has a great deal of personal meaning.(12)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.7	1.7	1.7
Disagree	10	5.5	5.5	7.2
Undecided	45	24.9	24.9	32.0
Agree	103	56.9	56.9	89.0
Strongly Agree	20	11.0	11.0	100.0
Total	181	100.0	100.0	

Table 5.45 - I feel a strong sense of belonging to this org. (13)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.7	1.7	1.7
	Disagree	31	17.1	17.1	18.8
	Undecided	50	27.6	27.6	46.4
	Agree	67	37.0	37.0	83.4
	Strongly Agree	30	16.6	16.6	100.0
	Total	181	100.0	100.0	

5.8 Perception of respondent on the Continuance Commitment

Table 5.46 - I am afraid of what might happen if quitting the job without having another one. (14)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	4.4	4.4	4.4
	Disagree	38	21.0	21.0	25.4
	Undecided	63	34.8	34.8	60.2
	Agree	48	26.5	26.5	86.7
	Strongly Agree	24	13.3	13.3	100.0
	Total	181	100.0	100.0	

Table 5.47 - It would be very hard to have this org. right now, even if I want to.(15)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	6.1	6.1	6.1
	Disagree	27	14.9	14.9	21.0
	Undecided	79	43.6	43.6	64.6
	Agree	54	29.8	29.8	94.5
	Strongly Agree	10	5.5	5.5	100.0
	Total	181	100.0	100.0	

Table 5.48 - My life would be disrupted if I decided to leave this org. now.(16)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	24	13.3	13.3	13.3
Disagree	36	19.9	19.9	33.1
Undecided	66	36.5	36.5	69.6
Agree	41	22.7	22.7	92.3
Strongly Agree	14	7.7	7.7	100.0
Total	181	100.0	100.0	

Table 5.49 - It would not cost me if I leave my org. right now. (17)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	3.3	3.3	3.3
Disagree	31	17.1	17.1	20.4
Undecided	70	38.7	38.7	59.1
Agree	63	34.8	34.8	93.9
Strongly Agree	11	6.1	6.1	100.0
Total	181	100.0	100.0	

Table 5.50 - Right now, staying with this org. is a matter of necessity as much as desire.(18)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	24	13.3	13.3	13.3
Disagree	63	34.8	34.8	48.1
Undecided	54	29.8	29.8	77.9
Agree	32	17.7	17.7	95.6
Strongly Agree	8	4.4	4.4	100.0
Total	181	100.0	100.0	

Table 5.51 - I have too few option to consider leaving this org.(19)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	13	7.2	7.2	7.2
Disagree	43	23.8	23.8	30.9
Undecided	70	38.7	38.7	69.6
Agree	50	27.6	27.6	97.2
Strongly Agree	5	2.8	2.8	100.0
Total	181	100.0	100.0	

Table 5.52 - One serious consequences of leaving this org. would be the scarcity of available alternative.(20)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	21	11.6	11.6	11.6
	Disagree	53	29.3	29.3	40.9
	Undecided	81	44.8	44.8	85.6
	Agree	21	11.6	11.6	97.2
	Strongly Agree	5	2.8	2.8	100.0
	Total	181	100.0	100.0	

Table 5.53 - Leaving the org. would require considerable person sacrifice another org. may not match the overall benefits they have here.(21)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	5.0	5.0	5.0
	Disagree	24	13.3	13.3	18.2
	Undecided	65	35.9	35.9	54.1
	Agree	66	36.5	36.5	90.6
	Strongly Agree	17	9.4	9.4	100.0
	Total	181	100.0	100.0	

5.9 Perception of respondent on the Normative Commitment

Table 5.54 - People these days move from one company to another too often.(22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	5.0	5.0	5.0
	Disagree	34	18.8	18.8	23.8
	Undecided	44	24.3	24.3	48.1
	Agree	78	43.1	43.1	91.2
	Strongly Agree	16	8.8	8.8	100.0
	Total	181	100.0	100.0	

Table 5.55 - I believe that a person must be loyal to his/ her organization. (23)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	17	9.4	9.4	10.5
	Undecided	52	28.7	28.7	39.2
	Agree	77	42.5	42.5	81.8
	Strongly Agree	33	18.2	18.2	100.0
	Total	181	100.0	100.0	

Table 5.56 - Jumping from org. to org. is unethical to me. (24)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	7.7	7.7	7.7
	Disagree	59	32.6	32.6	40.3
	Undecided	71	39.2	39.2	79.6
	Agree	33	18.2	18.2	97.8
	Strongly Agree	4	2.2	2.2	100.0
	Total	181	100.0	100.0	

Table 5.57 - One reason I continue to work for this org. is that I believe that loyalty is important and feel a sense of moral obligation to remain.(25)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.2	2.2	2.2
	Disagree	12	6.6	6.6	8.8
	Undecided	49	27.1	27.1	35.9
	Agree	99	54.7	54.7	90.6
	Strongly Agree	17	9.4	9.4	100.0
	Total	181	100.0	100.0	

Table 5.58 - It wasn't right to leave the organization for a better job.(26)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	8.3	8.3	8.3
	Disagree	47	26.0	26.0	34.3
	Undecided	73	40.3	40.3	74.6
	Agree	39	21.5	21.5	96.1
	Strongly Agree	7	3.9	3.9	100.0
	Total	181	100.0	100.0	

Table 5.59 - I was taught to believe in the value of remaining loyal to one org.(27)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	7.7	7.7	7.7
	Disagree	56	30.9	30.9	38.7
	Undecided	66	36.5	36.5	75.1
	Agree	36	19.9	19.9	95.0
	Strongly Agree	9	5.0	5.0	100.0
	Total	181	100.0	100.0	

Table 5.60 - Things where better in the day when people stayed with one org. for most of their career.(28)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	21	11.6	11.6	11.6
	Disagree	54	29.8	29.8	41.4
	Undecided	45	24.9	24.9	66.3
	Agree	51	28.2	28.2	94.5
	Strongly Agree	10	5.5	5.5	100.0
	Total	181	100.0	100.0	

Table 5.61 - I think that wanting to be "Company Man" is sensibility to me. (29)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	7.2	7.2	7.2
	Disagree	41	22.7	22.7	29.8
	Undecided	87	48.1	48.1	77.9
	Agree	31	17.1	17.1	95.0
	Strongly Agree	9	5.0	5.0	100.0
	Total	181	100.0	100.0	

